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Morariu, Adrian; Marshall, Jaja; Rivera, Ricky; Roberto, Christopher

Monterey, California. Naval Postgraduate School

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NAVAL
POSTGRADUATE
SCHOOL

MONTEREY, CALIFORNIA

MBA PROFESSIONAL REPORT

Marketing the Naval Postgraduate School to Navy URL Officers

By: Adrian Morariu, ROU
Jaja Marshall, USN
Ricky Rivera, USN, and
Christopher Roberto, USN

June 2003

Advisors: **Becky Jones,**
James Suchan

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13. ABSTRACT ***(maximum 200 words)***

This MBA Application Project was designed to market the Naval Postgraduate School to all branches of the military, Defense Department, and those concerned with National Security. The intent was to create a position for NPS as the center for defense-related information and knowledge and on the career map for all military officers worldwide. However, the authors determined that the critical area of research should focus on addressing the decreasing trend of Navy URL Officer enrollments at NPS.

The starting point for this project was a review of the existing organizational strategic guidance. Throughout the process of assembling a marketing plan, NPS's strategic plan was continually reviewed to ensure marketing strategy was aligned with the desired strategic direction of the school. The tools of strategic analysis were used to assess the organization's external and internal environment, stakeholders, and current direction.

Research indicated a growing concern for the decline in Navy URL Officers attending NPS. The authors developed some recommendations for successfully implementing the marketing goals of the school while incorporating the school's strategic plan. It is the desire of the authors that those charged with marketing the institution will utilize marketing tactics that are congruent with these strategies. The resulting marketing plan is a clear plan of action, which is consistent with the NPS's goals.

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MARKETING THE NAVAL POSTGRADUATE SCHOOL TO NAVY URL OFFICERS

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Submitted in partial fulfillment of the requirements for the degree of

MASTER OF BUSINESS ADMINISTRATION

from the

NAVAL POSTGRADUATE SCHOOL
June 2003

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MARKETING THE
NAVAL POSTGRADUATE SCHOOL
TO NAVY URL OFFICERS

ABSTRACT

This MBA Application Project was designed to market the Naval Postgraduate School to all branches of the military, Defense Department, and those concerned with National Security. The intent was to create a position for NPS as the center for defense-related information and knowledge and on the career map for all military officers worldwide. However, the authors determined that the critical area of research should focus on addressing the decreasing trend of Navy URL Officer enrollments at NPS.

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I. BACKGROUND

The initial goal of this Masters of Business Administration (MBA) Application Project was to assist Julie Filizetti, Executive Director for Institutional Advancement and Professor Becky Jones, Graduate School of Business and Public Policy develop an overall marketing plan to market The Naval Postgraduate School (NPS). The project idea was proposed as follows:

> An opportunity to build a marketing plan for the Naval Postgraduate School that reaches out to all branches of the military, Defense Department, and those concerned with National Security. Create a position for NPS as the center for defense-related information and knowledge and on the career map for military officers worldwide.

Though it was the desire of the sponsor to develop an overall NPS marketing plan to expose and expand NPS's role and attract more Department of Defense (DoD) personnel to the school, research suggested that the area of concern should be focused on attracting more Navy Unrestricted Line (URL) Officers. The purpose and objectives of this MBA research project were to determine why NPS has experienced decreases in URL Officer enrollments and provide recommendations to improve NPS's positioning in the Navy URL community.

When the project topic was initially conceived, there was no active marketing plan that outlined a specific strategy to recruit Navy URL Officers to NPS. However, there was one publication in circulation, "*A View to the Future*," that identified the future strategic direction for NPS. This MBA project is an attempt to develop a marketing plan specifically targeting Navy URL Officers. The report identifies and evaluates marketing issues and provides recommendations and a proposed marketing plan to NPS.

A review of the existing organizational strategic guidance determined that NPS had a strategic plan with clear, concise goals, including marketing goals, but had no marketing plan. Consistency with the organization's overall strategic plan is the most important aspect of the marketing plan. Thus, throughout the process of developing the plan, reviews of the school's strategic plan were necessary at every step in order to ensure

that the marketing strategy was aligned with the desired strategic direction of the school. Figure I-1 is an overall depiction of how the authors developed the NPS's marketing strategy.

Figure I-1[1]: **NPS's Marketing Strategy Development**

Tools of strategic analysis were used to assess the organization's external and internal environment, stakeholders, and current direction. The researchers attempted to translate organizational strategy into an action plan for marketing the institution.

The next step was to gain insight on the views of NPS's key leaders. The Deans of each Graduate School within NPS, the Directors of NPS Institutes, the Academic Dean and Provost, and the Superintendent were interviewed. Questions were open-ended, focusing on assessing the perceived strengths, weaknesses, opportunities, and threats (SWOT) of the institution in order to develop a comprehensive SWOT analysis. We then

[1] Perreault, W.D. and McCarthy E.J. *Basic Marketing-A Managerial Approach*, McGraw-Hill/Irwin (2002),. Chapter 2.

analyzed the interview data looking for any recurring themes that would serve to highlight potential problem areas and identify critical issues.

As this report will show, analyzing the markets available to NPS highlighted a key market area that was critical to success. Consequently, the major focus of the plan is to attract Navy URL Officers to the school. The authors have developed recommendations to address the above issues and for successfully implementing the marketing goals of the school. The authors recommend that those charged with marketing the institution will utilize marketing tactics that are congruent with the strategies in this document. Furthermore, the MBA professional report primarily focuses on NPS's efforts to target Navy URL Officers by looking at NPS's strengths and weaknesses, market, product, and positioning.

The resulting marketing plan is a clear plan of action that is consistent with NPS's current goals. Future research should dissect NPS and individually focus on identifying the marketing issues within each school and devise a marketing plan that specifically caters to the overall strength of each school. As the external and internal environments of NPS change, the marketing plan will need to change as well.

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II. SITUATION ANALYSIS

This situation analysis addresses the current and expected states of the internal, external, and macro-environments in which the Naval Postgraduate School exists. This chapter discusses the current situational analysis of NPS in the following sections: **Market Summary, SWOT Analysis, Alternate Providers, Product Offerings, Critical Issues/Keys to Success, Historical Results, and Macro Environment**.

A. MARKET SUMMARY

The Market Summary is discussed in four sub-sections: Market Characteristics, Market Needs, Market Trends, and Market Growth.

1. Market Characteristics

Demographic data forms the hub of marketing research and is the core information on which other derivative measurements and perspectives are formed. Marketers, planners, developers and policy makers all require accurate demographic profiles of their markets, customers and constituents to make well-informed decisions.[2]

In a traditional retail-marketing environment, demographic data is an important identifier of markets. One marketing text describes markets as, "People with money to spend to satisfy needs."[3] When examining potential markets for the Naval Postgraduate School, a different approach must be taken. A market for NPS can be described as, "Defense industry people with the need to satisfy educational needs."

Many of the traditional demographic factors used in the marketing industry are not applicable to the Naval Postgraduate School. Traditionally, marketers examine population distributions according to income, race, ethnicity, gender, family size, age, and many other factors. It is challenging for NPS to market itself on the basis of these factors because NPS is a military school. However, the following factors can be suggested for further examination:

---

[2] "Demographics." Claritas Onlinte. 27 March 2003 <www.claritas.com/demographics.htm>.

[3] McCarthy, Jerome E. *Basic Marketing*. Irwin Publishing. Boston, MA. 1960: 147.

Rank – Rank acts as a surrogate measure of age, since the age distribution for a given rank is relatively narrow. Rank also acts as a surrogate for career timing, which may play a pivotal role in determining a particular target audience. The potential target market in this case is URL junior officers.

Educational Background – Perhaps the most important population characteristic, the educational background of existing and potential markets is a valuable screening tool. Since NPS offers graduate degrees that require a prerequisite level of education, markets should be screened primarily on this factor. Additionally, the types of educational background (technical versus non-technical and grades) may yield important information.

Service/Community – The service (Army, Navy, Air Force, Marine Corps, DoD civilian) and warfare specialties (communities) of markets can be reviewed.

Time – In order to attend the Naval Postgraduate School, a potential student needs the time to pursue a Master's degree. Career timing is possibly the most important screener of potential applicants.

a. Educational Background

Examining the educational background of each service helps identify the approximate size of each market in the active duty category.

Figure II-1:[4] **Active Duty Educational Background**

Service	Air Force	Army	USMC	Navy
Active Duty Commissioned Officers	68862	76179	18062	53908
Percent with 4 years college	98%	99.70%	96.30%	97.50%
Number with 4 years college	67485	75950	17394	52560
Active Duty Enlisted	280410	400461	154872	319601
Percent with 4 years college	5.10%	4.20%	1.20%	2.30%
Number with 4 years college	14301	16819	1858	7351

The Naval Postgraduate School's legislative authority permits NPS to enroll only the enlisted members who are already assigned to activities in the Monterey area. Since there is no indication of a shift in this authority in the near future, it is assumed that enlisted members do not constitute a primary market or a focus for this marketing plan. However, it should be noted that enlisted members with four years of college comprise approximately 12 percent of the active duty population with Bachelor's degrees.

Breaking down the educational background of the DoD officer population by rank and service yields some interesting results. A snapshot of the status of officers as of February 2003 yields the results in Figures II-2 through II-11.

4 Department of Defense. DoD Selected Manpower Statistics. 30 September 2001.

Figure II-2:[5] **Numbers of Army Officers - Highest Education Received**

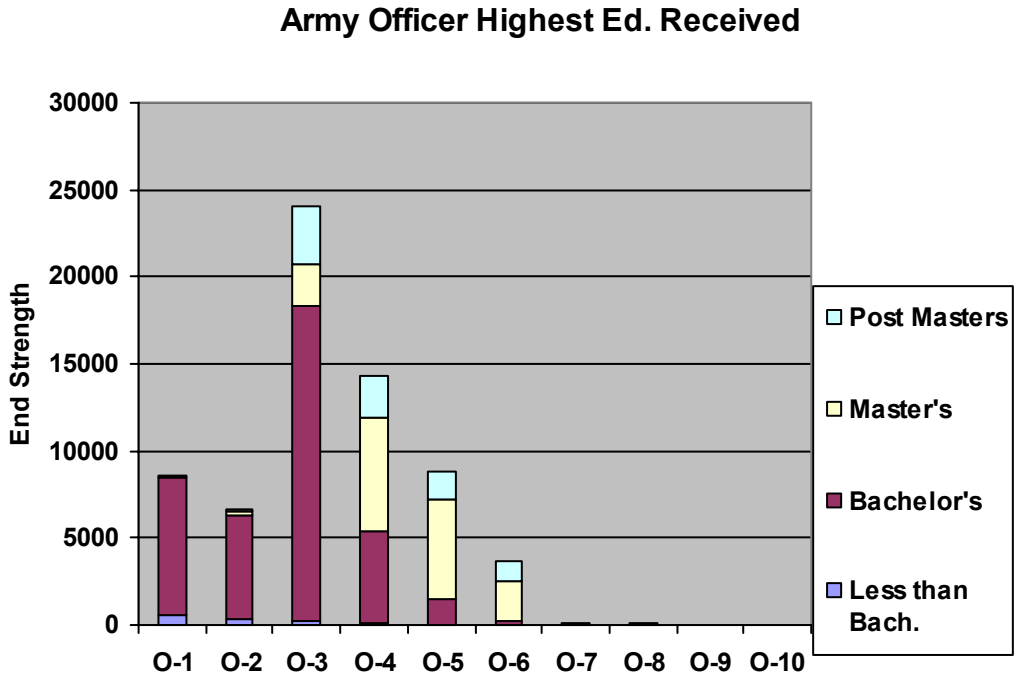
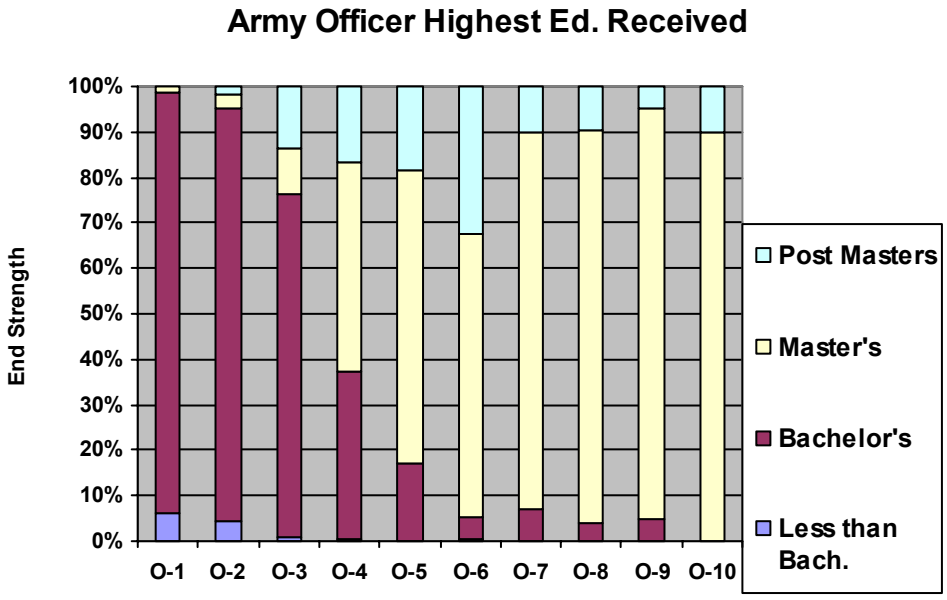


Figure II-3[6] **Percentages of Army Officers - Highest Education Received**



5 Office of the Secretary of Defense. Defense Manpower Data Center (DMDC) Online. February 2003 <www.osd.dmdc.mil>.

6 DMDC Online February 2003.

Figure II-4:[7] **Numbers of Air Force Officers - Highest Education Received**

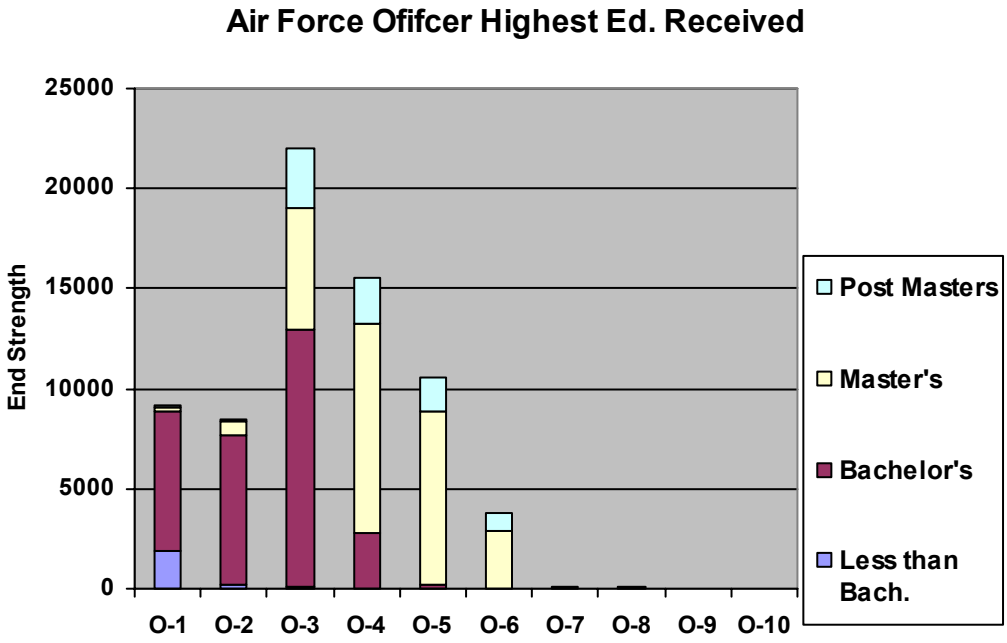
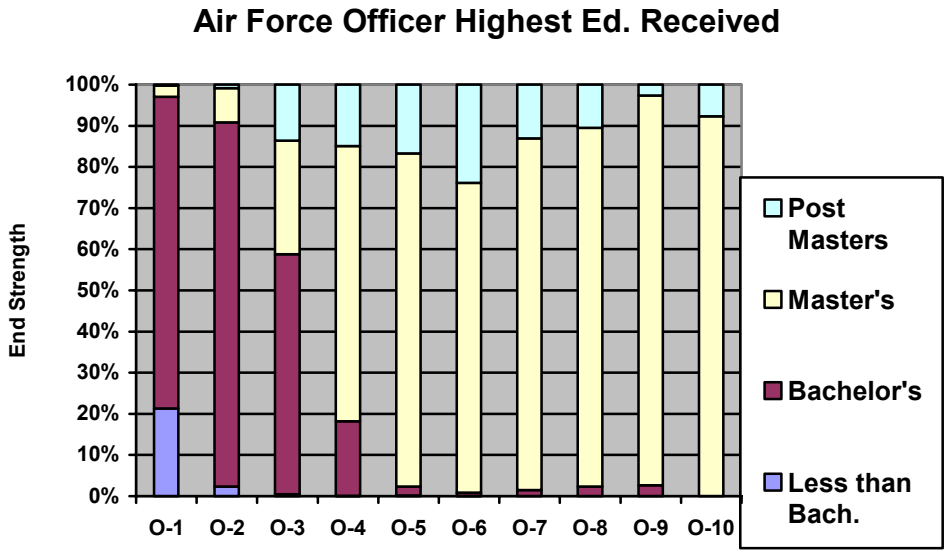


Figure II-5:[8] **Percentages of Air Force Officers - Highest Education Received**



[7] DMDC Online. February 2003.

[8] DMDC Online. February 2003.

Figure II-6:[9] **Numbers of USMC Officers - Highest Education Received**

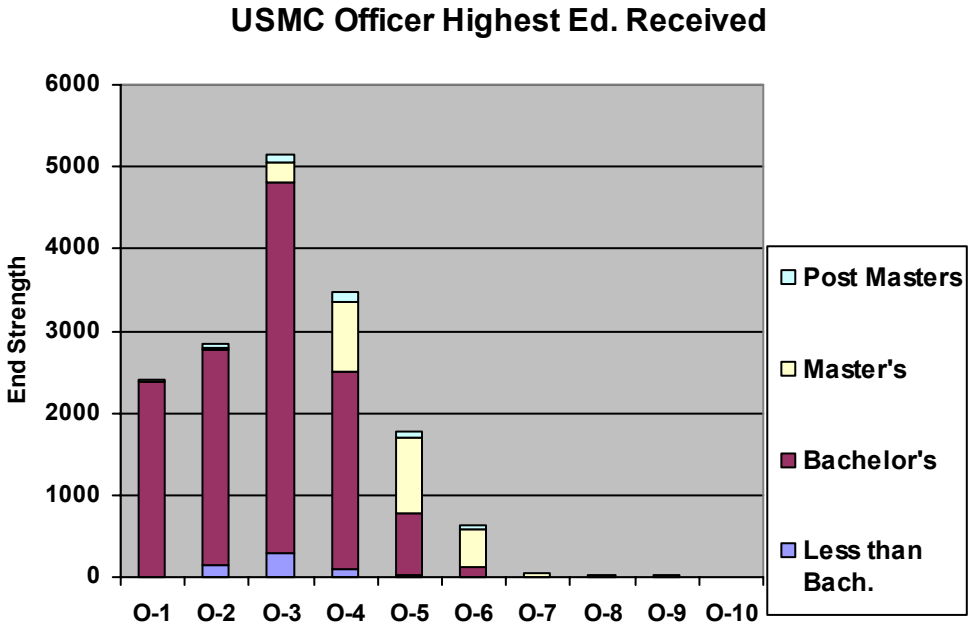
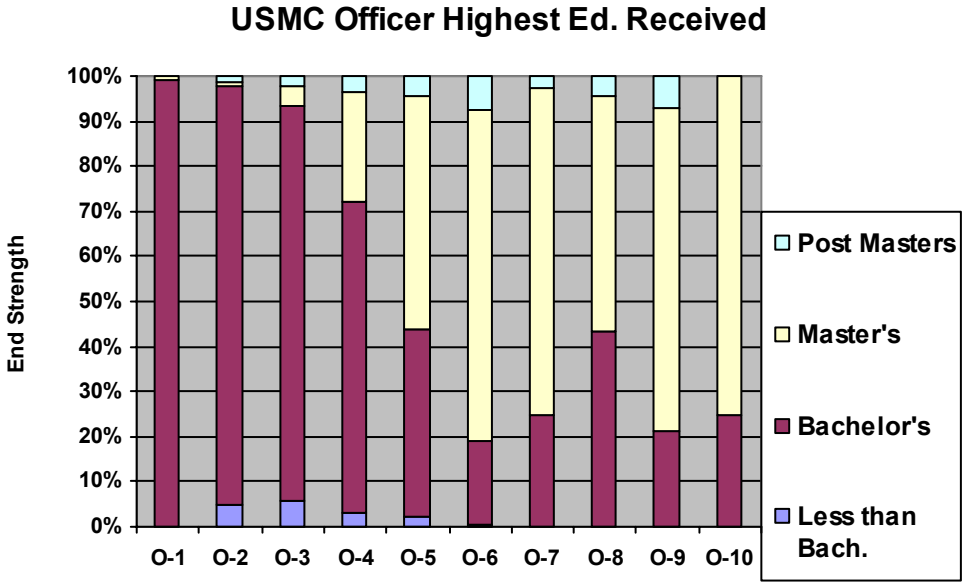


Figure II-7:[10] **Percentages of USMC Officer - Highest Education Received**



9 DMDC Online. February 2003.

10 DMDC Online. February 2003.

Figure II-8:[11] **Numbers of Navy Officers - Highest Education Received**

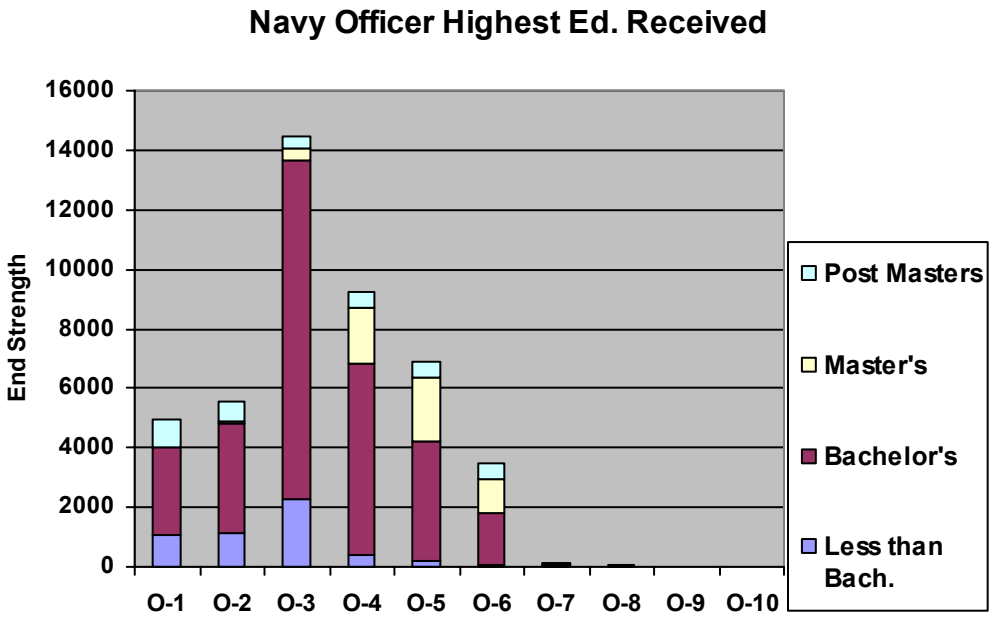
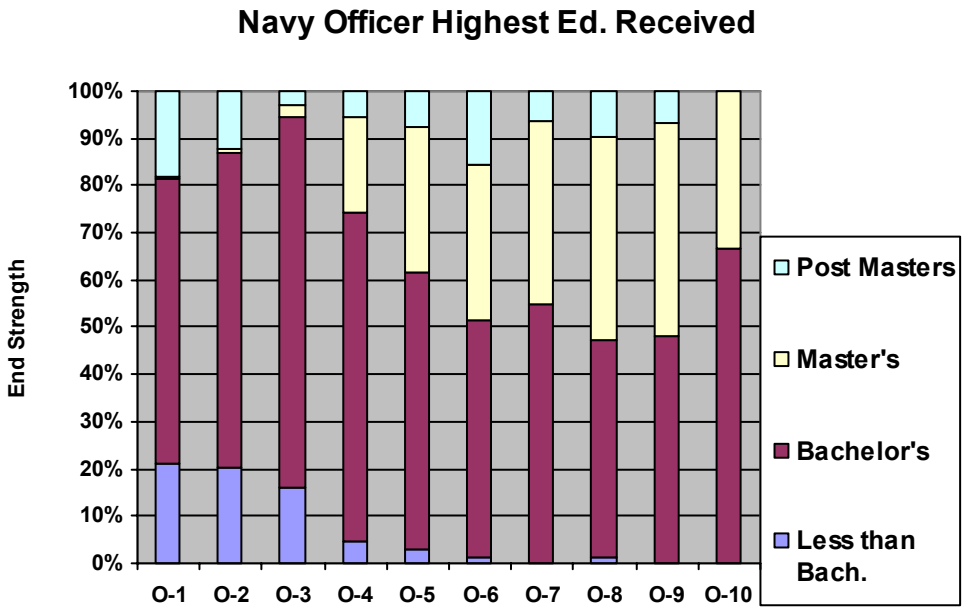


Figure II-9:[12] **Percentages of Navy Officers - Highest Education Received**



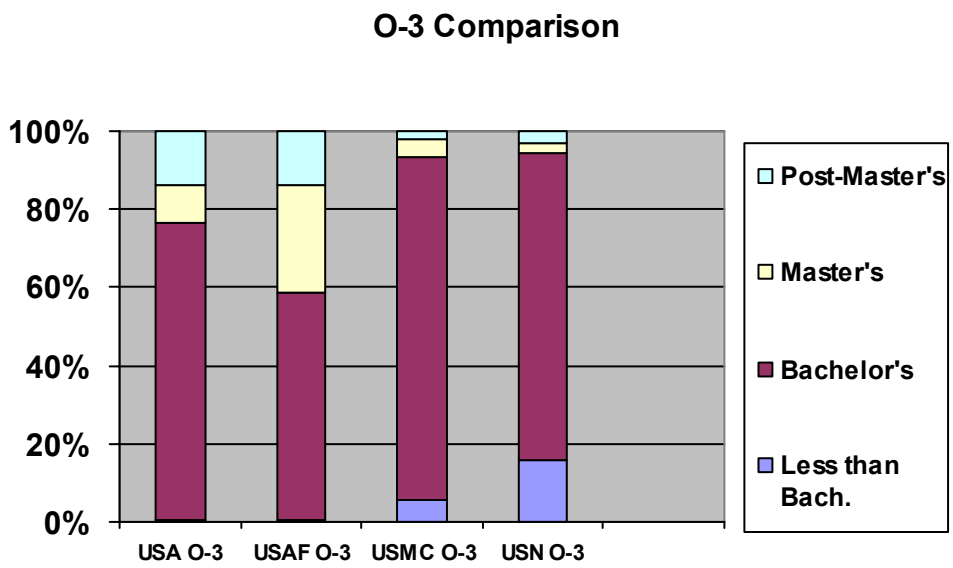
11 DMDC Online. February 2003.

12 DMDC Online. February 2003.

As depicted in Figure II-9, the top leadership of the Navy, the Flag Ranks, is composed of approximately 50 percent officers possessing a postgraduate degree (20 percent of whom are NPS graduates.) In comparison, 90 percent of the Air Force general ranks (Figure II-5) possess postgraduate degrees. The number of senior officers with advanced degrees is a potentially significant factor in determining the importance that top leadership places on graduate education.

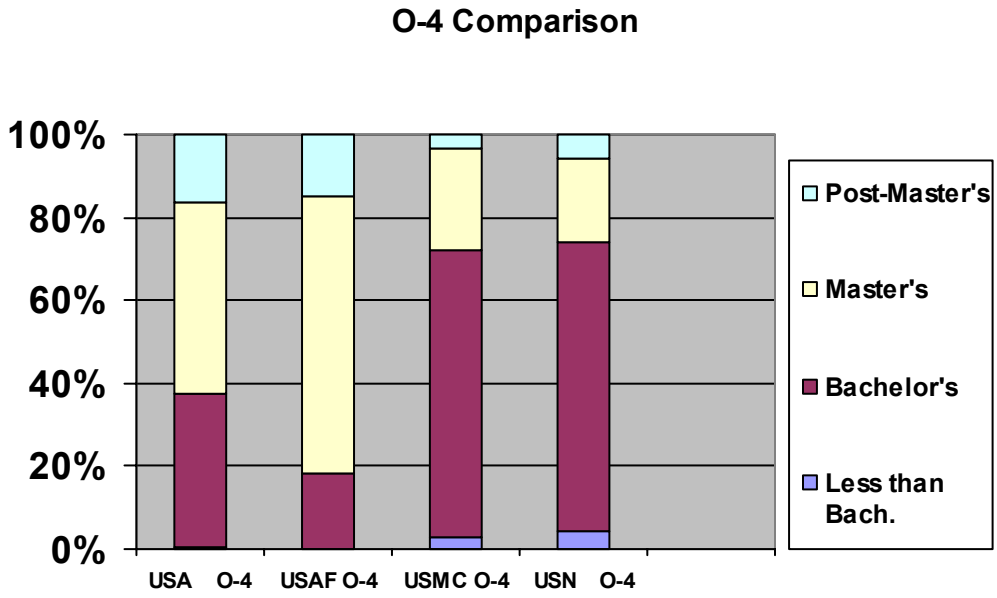
Comparison views of the ranks of O-3 and O-4, the most prominent rank of NPS students, are shown (Figure II-10 and Figure II-11). Without analyzing why there are differences, it can be derived that the Air Force leads the services in attaining graduate degrees, followed by the Army (Figure II-2), while the Navy (Figure II-8 and Figure II-9) and Marine Corps (Figure II-6 and Figure II-7) lag significantly. There is an indication that the Navy and Marine Corps have the greatest potential for growth opportunity in graduate education.

Figure: II-10:[13] **Comparison views of O-3 ranks**



[13] DMDC Online. February 2003.

Figure II-11:[14] **Comparison views of O-4 ranks**



b. Navy Officer Corps – Warfare Communities

Examining the distribution of officers within Navy warfare communities versus the makeup of NPS resident students yields some important insights. The Navy is comprised of 51.3 percent URL Officers, while the Naval Postgraduate School's resident Navy population is 46 percent URL Officers. The NPS strategic plan stresses:

> In particular, we need to provide relevant education to our unrestricted line (URL) officers so they can effectively lead naval operations in the increasingly complex operational environment that is characterized by the explosion of new information and telecommunication technologies, rapidly changing political events, and different levels of military threats.[15]

Thus, the strategic goals of NPS are established to address the URL population decline and the marketing plan must to be congruent with those strategic goals.

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[14] DMDC Online. February 2003.

[15] "A View to a Future: The NPS Strategic Plan" Naval Postgraduate School Online. 24 March 2003 <http://www.nps.Navy.mil/strat/>.

Figure II-12:[16] **Navy Officer Corps Composition**

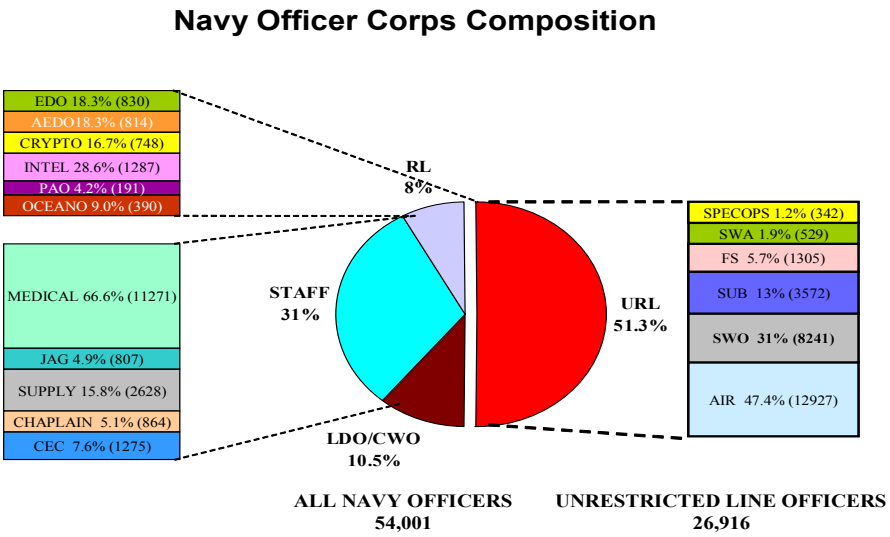
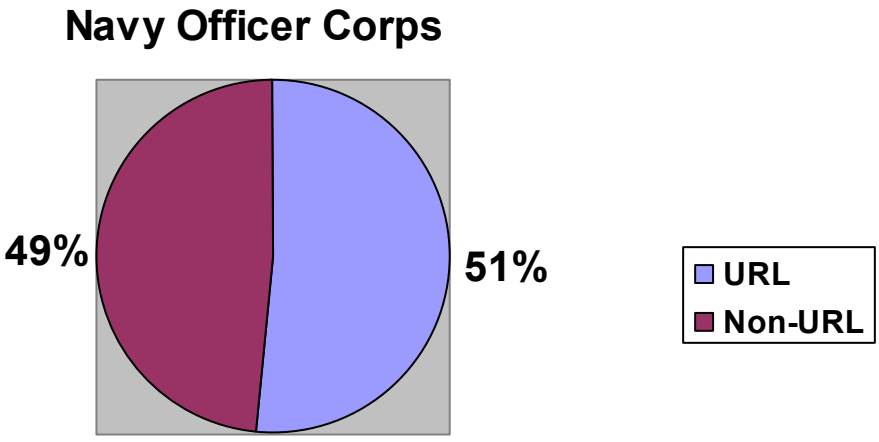


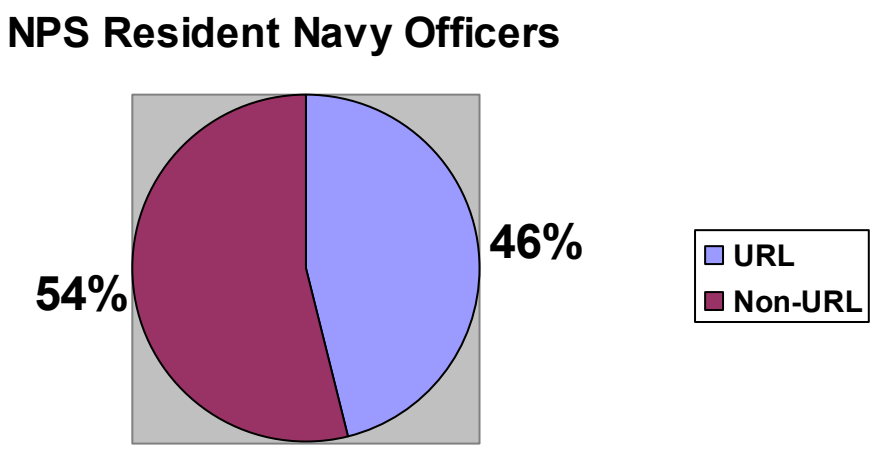
Figure II-13:[17] **Navy Officer Corps Composition**



16 "SWO Community Brief" Bureau of Naval Personnel Website. 01 April 2003 <http://www.persnet.Navy.mil/pers41/frame.htm>.

17 Data developed by the researchers by using analyzing the data from Figure II-12.

Figure II-14:[18] **NPS Resident Navy Officers**



From Figure II-12 and data provided by the sponsors, the researchers developed the graphs in Figures II-13 through II-16. A comparison of total Navy URL Officer population to the total population of Navy Officers attending NPS reveals that there are significantly fewer officers from the Aviation Community attending NPS resident programs. As Figure II-15 and Figure II-16 reveal, 48 percent of the URL population are aviators, however, only 24 percent of NPS URL students are aviators. One conclusion that could be drawn from this comparison is that the aviation community is not sending officers to graduate education at the same rate as other URL communities.

[18] Data developed by the researchers by using the data from Figure II-12.

Figure II-15:[19] **Navy URL Officer Corps**

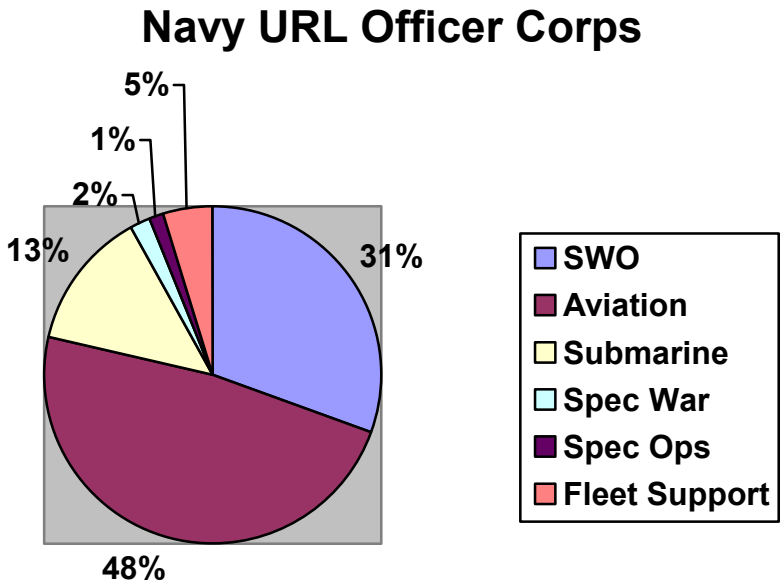
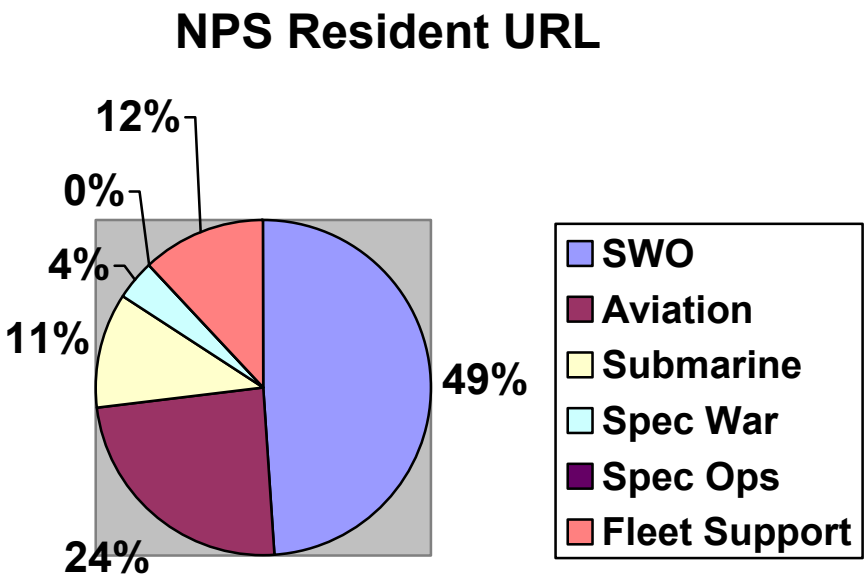


Figure II-16:[20] **NPS Resident URL**



19 Data developed by the researchers by using the data from Figure II-12.

20 Data developed by the researchers by using the data from Figure II-12.

c. Time – Navy URL Career Paths

In order to attend the Naval Postgraduate School, an officer needs to meet two criteria: the proper educational background and sufficient career timing to complete the program. Since the surface, submarine, and aviation officer communities comprise the bulk of Navy URL Officers, examining their career timing paths yields information relevant to marketing NPS.

The charts shown in Figures II-17 through II-19 represent the career paths of the three major URL communities (Surface Warfare, Submarine Warfare, and Aviation). Each path is similar in the sense that there are two lengthy (approximately two years) shore tours prior to reaching a command level. Also, each shore tour follows a sea duty or operational assignment. Since officers will make their decision to attend NPS while on sea duty or at an operational command, it is vital for marketing media to reach ships, submarines, deployed units and aircraft squadrons in order to have the greatest impact on potential students.

The surface and submarine community detailers highly stress graduate education at the first shore duty opportunity. The aviation detailing community lightly stresses graduate education at the second shore duty opportunity, much later in the career path of these officers. An analysis of why each community handles it differently should be considered for further research. However, the authors suggests that possible reasons for the differences may be a result of the following:

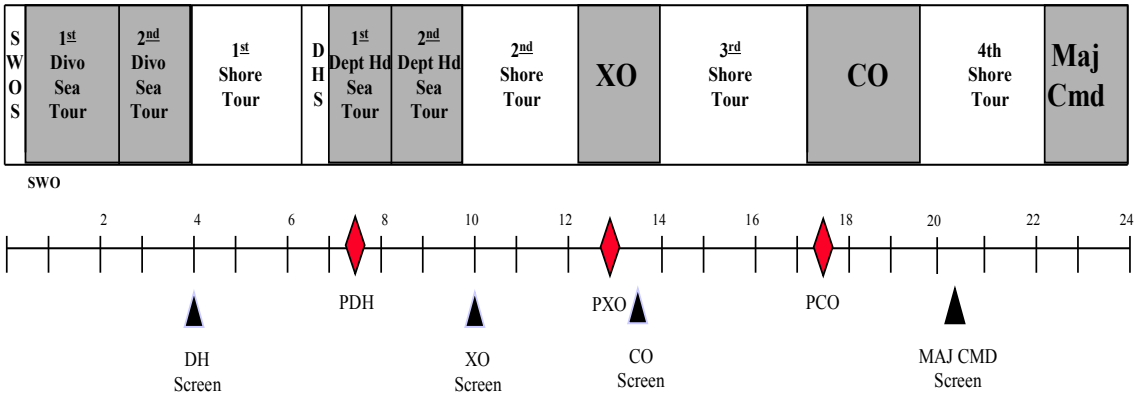
Surface Warfare: Within six to eight months of initial commissioning, Surface Warfare Officers report to an operational command, which is challenging and strenuous. An 18-month shore tour away from an operational command provides young career-minded officers the opportunity to pursue graduate education and regroup.

Submarine Warfare: Upon initial commissioning, Submarine Warfare Officers spend approximately a year and a half of training before they report to an operational command. During their nuclear training, Submarine officers attain technical training that can be applied towards a Master's Degree. Therefore, an 18 month shore

tour away from an operational command provides officers the opportunity to complete their degree or pursue graduate education alternatives.

Aviation Officers: Upon commissioning, naval aviators spend approximately two to three years in flight training, which is a majority of their young professional career. Upon successfully completing training, these officers spend the rest of their initial career in operational commands. Following operational commands, aviators are expected to maintain their proficiency in jobs such as flight instructors. Graduate education appears to be secondary to operational proficiency. This may offer one explanation of the low number of aviation graduate education students.

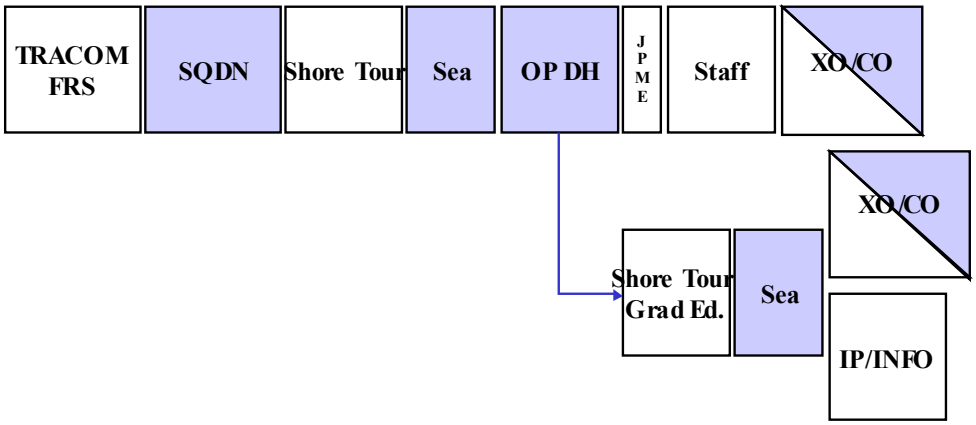
Figure II-17:[21] **Surface Warfare Officer (SWO) Career Path**



[21]"SWO Community Brief" Bureau of Naval Personnel Website. 01 April 2003 <http://www.persnet.Navy.mil/pers41/frame.htm>.

Figure II-18:[22] **Submarine Officer Career Path**

Figure II-19:[23] **Aviation Officer Career Path**



22" Submarine Officer Pipeline." Bureau of Naval Personnel Website. 30 April 2003 <http://www.persnet.Navy.mil/pers42/pers42opening.htm>.

23 "Aviation Officer Timeline." Bureau of Naval Personnel Website. 30 April 2003 <http://www.persnet.Navy.mil/pers43/NROTC.htm. >.

2. Market Needs

The Naval Postgraduate School exists to serve the needs of the Navy and the Department of Defense (DoD). NPS also serves the needs and wants of its students who desire graduate education and greater intellectual capital. The challenge is to meet the needs of URL Officers, within the needs of the Navy.

Market needs consider how an entity must exist to serve or satisfy the needs of its customers. NPS customers can be defined as DoD, the Navy, other services, international countries, Department of State, other agencies and the students themselves. It is important for NPS to focus on its various customers' needs and differentiate its products to fulfill these needs.

In his 2003 Strategic Guidance, the Chief of Naval Operations (CNO) challenged everyone "to make their great Navy even better by deepening the growth and development of their people and developing innovative operational concepts and abilities."[24] However, as the Navy moves forward, it is faced with many challenges. Sea Power 21 provides the framework that will enable the Navy to meet these challenges. The framework will require accelerating operational concepts and technologies to improve warfighting effectiveness and enhance homeland security, shaping and educating our forces to operate tomorrow's fleet.[25] NPS is chartered to increase the combat effectiveness of its students and must also provide education that is relevant to national defense. The challenge for NPS is to provide relevant graduate education to Navy URL Officers so that they can effectively lead naval operations in an increasingly complex operational environment.[26] The purposes for establishing graduate education programs for military officers are:

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24 "CNO Guidance for 2003." U.S. Navy Office of Information Website. 01 April 2003 <http://www.chinfo.Navy.mil/navpalib/cno/clark-guidance2003.html>.

25 CNO Guidance for 2003.

26 "A View to a Future.: The NPS Strategic Plan". 24 March 2003 <http://www.nps.Navy.mil/strat/>.

- Raise the levels of individual military officer professionalism and technical competence so that those officers can effectively perform their required duties and responsibilities; and
- Provide developmental incentives for military officers with high ability, dedication, and the capacity for professional growth to remain in the Service.[27]

Graduate education at NPS has a legitimate role in the professional development of URL Officers. NPS should embrace and continue to support the leadership and professional development of these officers. For example, the 2001 CNO-sponsored leadership summit is one of the product offerings that NPS does to help support the URL community. As the external and internal environments of the Navy change with time, the leadership of the Navy needs to change as well. With this in mind, the Navy also realizes the need to provide continued relevant professional development for its top leaders.[28]

One way for NPS to address the needs of Navy URL Officers is to be accessible to all major commands or areas where Navy URL Officers are stationed. NPS believes that the efforts in this area [accessibility] will naturally flow over to other traditional and non-traditional NPS students, including the Restricted Line (RL) and Staff Corps, USMC, U.S. Army, Air Force, Coast Guard and National Guard, DoD civilians and contractors, and officers of other countries.[29]

Another method is to use Distance learning (DL) capabilities to address the needs of URL Officers. NPS is expanding DL capabilities to provide officers opportunities to attain advanced education in more remote areas. The flexibility provided through DL allows NPS to meet the needs of its target audience. In addition, NPS is the approving

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[27] "Policy on Graduate Education for Military Officers." Department of Defense Directive 1322.10. 21 May 2003. < www.dtic.mil/whs/directives/corres/html/1322.10> 31 August 1990.

[28] Moule, Val. "Revolution in Navy Executive Education." NPS Journal. Spring 2002, Vol II Issue 2:. 7.

[29] "A View to a Future: The NPS Strategic Plan."

authority for Navy relevant masters degree programs offered at other graduate educational institutions that lead to acquisition of subspecialty designations.

NPS prides itself on the prominence and military relevance of its instructional and research programs. These programs can assist Navy URL Officers increase their combat effectiveness by affording them the opportunity to conduct research in their warfare community. For example, students from NPS's Physics Department are conducting research on Free Electron Laser (FEL). The idea is to provide Navy ships in the future with a powerful, compact laser that will destroy a missile homing in on its target. Such a laser weapon would offer naval forces an extremely versatile weapon to counter numerous soft and hard targets.[30] This weapon system is a type of problem URL Officers can address. Furthermore, research initiatives such as FEL demonstrate NPS' ability to be innovative and responsive by adapting to the changing mission needs of the Navy.

Though the authors have addressed the marketing needs of NPS's URL Officers, further research should focus on the continual reevaluation of customer needs.

3. Market Trends

According to the Superintendent of the Naval Postgraduate School, if officers are expected to be innovators in the battlefield, then you educate them; and if you want them to replicate, then you train them.[31] Military officers should not only receive functional training in their military fields, but they should also partake in graduate education as a means to give the military officer the opportunity to do the following:

- Think strategically

[30] Reese, J. Anthony, JO3, USN. "Free Electron Lasers and the Future of Naval Weaponry." NPS Journal. Vol I, Issue 1: 11.

[31] Ellison, David, RADM, USN, Superintendent of NPS. Interview with LT Jaja Marshall and LT Ricky Rivera. Marketing of NPS. Hermann Hall, Naval Postgraduate School, 13 March 2003.

- Be exposed to diverse points of view.[32]

Examining the enrollment trends of Navy officers in fully funded graduate education (Figures II-20 and II-21) reveals that as total officer end strength remains constant, enrollment declines three to five years later. One interpretation is that not all services value graduate education equally. It is believed that if the different attitudes about the relevance of graduate education persist, the decline of URL Officers attending NPS will continue. There are several opportunities for active-duty military personnel to further their education. Programs such as Tuition Assistance (TA), Graduate Education Voucher (GEV), The Naval Postgraduate School and the Air Force Institute of Technology (AFIT), and other competitive special programs offer Navy URL Officers an opportunity to pursue graduate education.

Isolating the URL communities shows a break from the previously mentioned trend. Although the end strength of war fighters has remained relatively constant since 1996, a marked decline in fully funded graduate education enrollment has occurred as depicted in Figure II-20.

Referring to these charts, NPS's enrollment over the past 10 years follows the same pattern as the URL community. While officer end strength remains relatively constant, enrollment declined significantly as depicted by Figure II-21. Additionally, the Figure II-22 shows that the number of fully funded Navy URL Officers enrolled at NPS have been consistently declining the last few years.

Receiving a graduate education should be a significant milestone for the officer to remain competitive in the long run. Many URL Officers try to receive their master's degree by any means such as part-time degree programs or online sources. There is a growing trend of mid-grade URL Officers who are enrolling in part-time MBA or executive-type programs to remain competitive with their peers. Executive type

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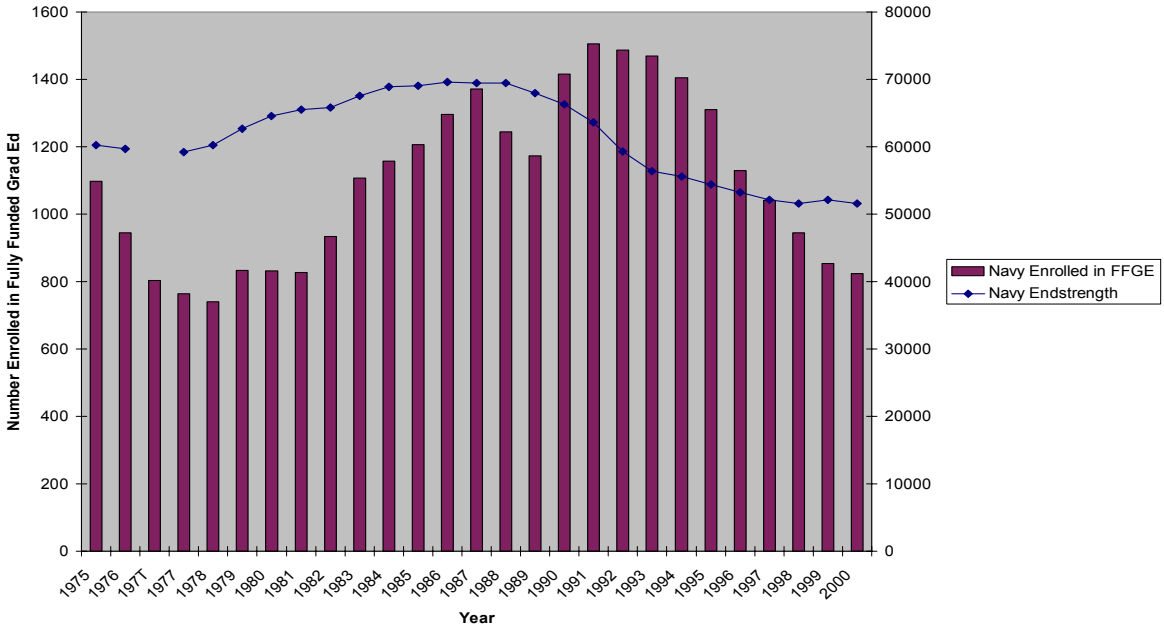
[32] Kotze, Elize and Roy Steele, Senior Lecturer, Department of Industrial Psychology and Departmental Chairperson, Department of Public and Development Management, Faculty of Military Science, University of Stellenbosch Online. 24 April 2003 <www.iss.co.za/Pubs/ASR/4No4/CivilianParticipation.html>.

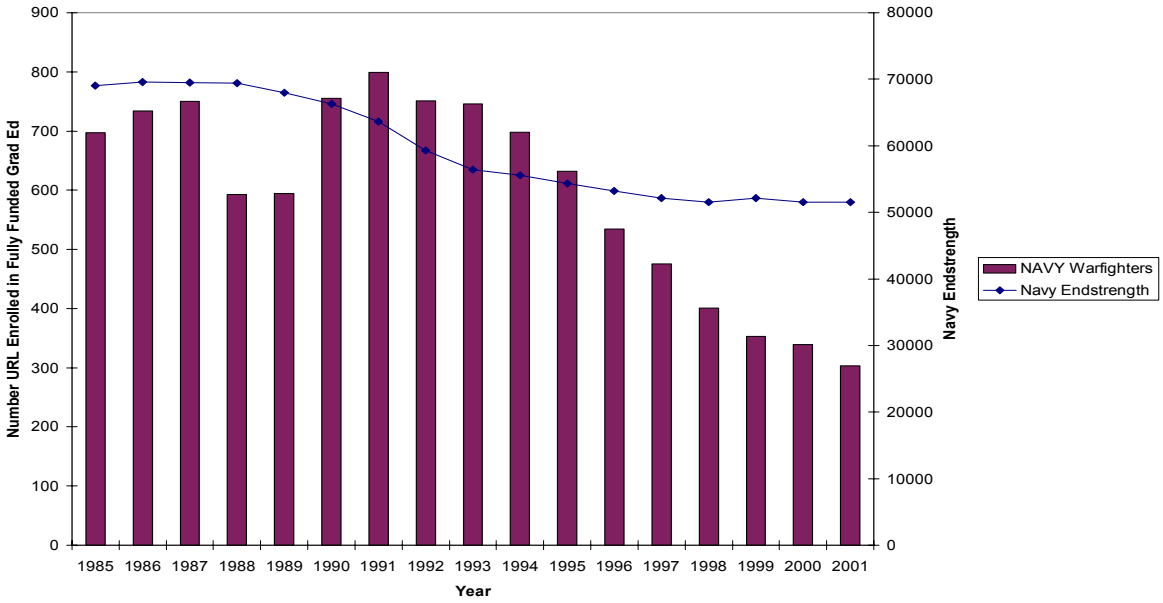
programs such as the Executive Masters in Business Administration (EMBA) are designed for managers who lack the time to pursue resident graduate education. For example, most EMBA programs provide a one-year course of study for experienced managers. Participants receive academic and practical management education that balances business theory with real world applications without the need to take time off from their primary duties. The researchers suggest that an EMBA is a future trend URL Officers are likely to pursue. The aim of such a program is to give executives the insight and strategic thinking necessary for successfully driving their organizations into the future.

Figure II-20:[33] **Trend of the Number of Enrolled Fully Funded Graduate Education**



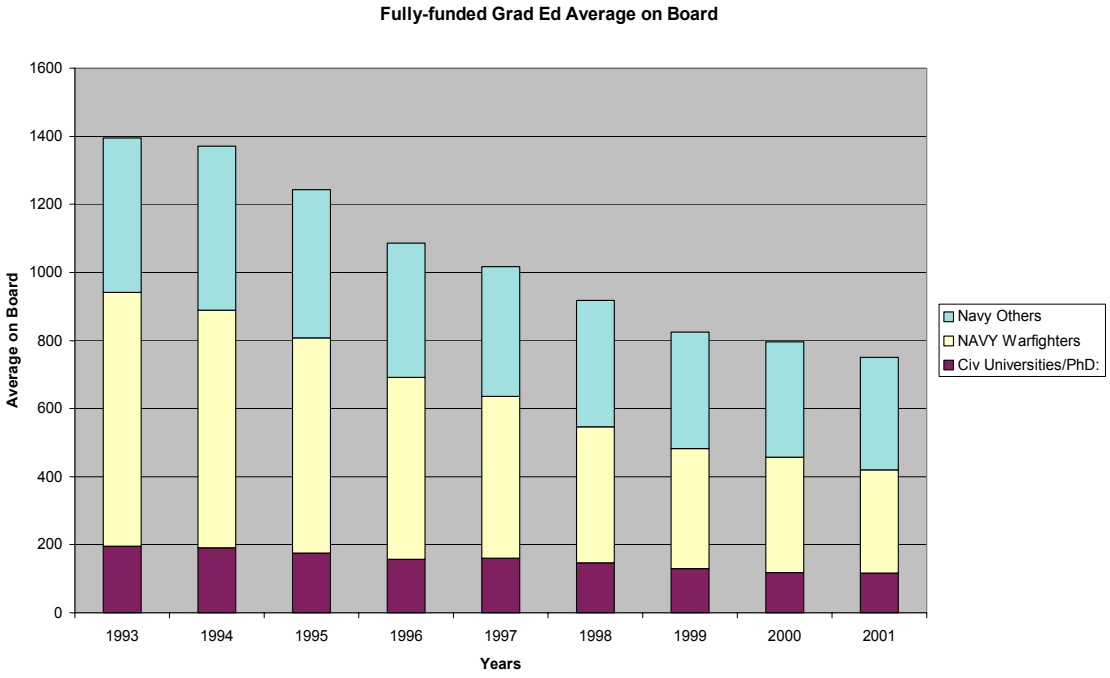
33 Filizetti, Julie, Dr., Executive Director of Institutional Advancement. "NPS Actual On Board (AOB)" Excel Data (adapted from NPS Comptroller). October 22 2002.

Figure II-21:[34] **Trend of the Number of URLs Enrolled in Fully Funded Graduate Education**



[34] Filizetti, J. NPS AOB, Excel Data. October 22 2002.

Figure II-22:[35] **Number of Officers Enrolled in Fully Funded Graduate Education Programs**



4. Market Growth

The Naval Postgraduate School was founded to meet the Navy's educational requirements. Today the character and range of threats has created an environment where surprise, uncertainty, and change, are substantial factors in the development of military strategies.[36] NPS's education and research programs were developed in accordance with the changing environment to remain relevant to the transformation of the Navy, national defense, and national security. Recent naval emphasis on education and training such as Task Force EXCEL (Excellence through our Commitment to Education and Learning) are designed to improve learning and deliver education offerings necessary for education. "Task Force EXCEL includes establishing a more responsive organizational structure,

35 Filizetti, J. NPS AOB, Excel Data, October 22 2002

36 Turbiville, Graham H., Dr., Dr. Jacob W. Kipp and William W. Mendel, *The Changing security environment*., Foreign Military Studies Office Publications Online. 25 April 2003, <http://call.army.mil/fmso/fmsopubs/issues/1stmr.htm >

partnering with industry and academia to implement individual training and education."[37] The URL community will be leading change agents in these areas and may require more or different types of education to meet these challenges.

One of the highest priorities for the U.S. military today is the defense of the U.S. homeland.[38] "The terrorist attacks of September 11, 2001 opened up a number of career paths in defense, research and security fields for students and professionals."[39] The Defense Department will take the lead in homeland defense activities with support from other federal and local agencies. Homeland Security is the national effort to prevent terrorist activities within the United States, reduce vulnerability to terrorism and establish damage control in event of terrorist attacks.[40] As an established institution of higher learning and graduate level education, NPS was responsive in addressing national Homeland Defense and Security needs by merging academic disciplines to respond to the challenges of this nation. NPS is the nation's first and only institution with a Homeland Defense curriculum designed to educate military officers and civilian officials in policy-making, strategic planning, and budgeting for homeland security defense.[41] Once again, there is an opportunity here for URL involvement. The responsiveness NPS portrays is a differentiating factor that separates the school from other graduate institutions.

Though further research is suggested, the International Program at NPS is regarded as a highly successful program. It continues to show a growth trend in terms of increased international student enrollments. From 157 students from 26 different countries in the early 1990's, NPS's international student population has grown to 347 students from 49 countries. One of the goals of the International Program is to increase the number of enrolled international students to 400. With the U.S.'s commitment to

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37 CNO guidance for 2003.

38 Verga, Peter F. Office of the Secretary of Defense, Special Assistant for Homeland Security. Comments delivered at inauguration of the Center for Homeland Defense and Security. Naval Postgraduate School, Monterey, California. 06 January 2003.

39 Navratil, Joe, LCDR, USN. "Learning to Combat Global Terror." Navy Newstand Online. <http://www.news.Navy.mil/search/display.asp?story_id=3508>

40 Peter F. Verga speech.

41 Green, Kevin. P., VADM, USN. Comments delivered at inauguration of the Center for Homeland Defense and Security. Naval Postgraduate School, Monterey, California. 06 January 2003.

fighting terrorism, international graduate education is a major growth opportunity. The International program gives allies the opportunity to attain a quality education while interacting with U.S. officers in a setting that facilitates learning and innovation. If the attendance of URL student officers at NPS continues to decline, the makeup of international students helps offset this trend. Furthermore, as the U.S. continues to wage the war on terrorism, the International Program will be vital in maintaining favorable ties with U.S. allies.

NPS's DL programs such as the Executive and Joint MBA programs offer Navy URL Officers the opportunity to attain a quality MBA without sacrificing their career timing. The MBA offers an advanced education in business interdisciplinary problem solving, policy analysis, and other management techniques and concepts relevant to defense management and policy issues.

B. SWOT ANALYSIS

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a tool for identifying relevant screening criteria and for zeroing in on a feasible strategy.[42] The strengths and weaknesses are those components that are internal to the organization while the opportunities and threats reflect external concerns. The SWOT analysis is used to focus the marketing strategies in a manner that takes advantage of strengths and exploits opportunities while avoiding weaknesses and mitigating threats. The primary sources to determine the SWOT components for this MBA project were interviews with NPS leadership and data collected from sources such as: Defense Manpower Data Center, BUPERS, and NPS Admissions. Comments applicable to the SWOT analysis were selected from interview transcripts and grouped into common themes, reflected in the marketing plan. The following sections detail the sources for each SWOT.

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42 Perreault, W.D. and E.J. McCarthy. *Basic Marketing-A Managerial Approach.* McGraw-Hill/Irwin 2002: 66.

1. Strengths

In the context of strategic management, strengths represent the resources and capabilities that can lead to a competitive advantage.[43] Nine major strengths have been identified for NPS:

- Research capability
- Competitively priced
- Product Variety
- Uniqueness & Relevance
- Joint atmosphere
- Responsive to customer needs
- Outreach capability
- Quality
- Desirable location

1) Research capability:

The interviewees in this analysis identified research as a major strength. They believe that NPS is the best university for defense research by military officers.[44] Research is emphasized as a strong differentiating factor for NPS and as a strategic base of strength for any marketing efforts. An example provided by one interviewee was the MOVES (Modeling, Virtual Environments and Simulation) institute research project on the America's Army Game. The research for the game led to a series of nationally distributed publications, national media coverage, and several talks at key institutions such as the Defense Advanced Research Projects Agency (DARPA). The quality and nature of NPS's research is an understated strength that has the potential to contribute greatly to the school's marketing objectives. Just as the Army has taken advantage of the

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43 Harrison, J.S. and Caron H. St.John. *Foundations in Strategic Management*, 2nd edition. South-Western College Publishing 2002: 11.

44 Zyda, Michael, Dr., Director of MOVES Institute. Interview with LT Christopher Roberto and LT Ricky Rivera. Marketing of NPS. Spanagel Hall, Naval Postgraduate School, 03 February 2003.

publicity of the America's Army Game, the authors suggest that there is a potential for Navy URL Officers to get involved with the MOVES Institute in developing similar projects for the URL communities, i.e., ship-handling simulations and amphibious warfare scenarios.

The interviewees also discussed the importance of faculty research in conducting defense-related research on behalf of the Navy as a means to enhancing national security.[45] The important connection here is that the research aspect of the school enhances the value of the institution as a good investment of national resources. There are plenty of opportunities for Navy URL Officers to be involved in this area.

Interviewees identified "research" as a tool for enhancing relevance. They explained how NPS conducts research in all areas applicable to military service and provides sponsors with relevant research to the Department of Defense.[46] Research enhances the relevance of the institution, and plays an important role in defining the importance of how NPS adds value to the Navy URL community. The URL community may view this as strength because NPS is responsive to their needs. In this case, NPS responds by developing concepts and technologies that serve the purpose of DoD.

Research at NPS is an integral part of graduate education and helps advance Navy technology by challenging students with creative problem solving experiences on DoD relevant issues.

2) Competitively priced:

Costs are an important factor that differentiates NPS from other graduate degree programs. Officers attending NPS are full-time students. There are little or no out-of-pocket costs to them. Officers repay the cost of education by incurring a service obligation. Furthermore, some billets require the subspecialties students acquire at NPS.

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45 Kays, James, Dean of Graduate School of Engineering and Applied Science. Interview with MAJ Adrian Morariu and LT Jaja Marshall. Marketing of NPS. Spanagel Hall, Naval Postgraduate School, 04 February 2003.

46 Ord, Bob, Dean of School of International Graduate Studies. Interview with LT Ricky Rivera and LT Christopher Roberto. Marketing of NPS. Hermann Hall, Naval Postgraduate School, 04 February 2003.

For U.S. military officers, virtually all of the alternate providers require a similar service commitment. Some alternate means of receiving a graduate degree require students to bear some out-of-pocket expenses. For example, the Graduate Education Voucher (GEV) program available to U.S. Navy officers grants up to $20,000 a year (up to a maximum of $40,000 total) for tuition, but requires the student to incur any expenses beyond that.[47]

3) Product variety:

A wide range of degree programs are offered at the Naval Postgraduate School. With the introduction of the MBA and Homeland Defense programs, the school is now positioned to better differentiate itself by offering a broader range of products than many of its competitors, i.e., George Washington University, Harvard, and MIT. Programs now offered at NPS include the following:

- Resident MBA Program: *Acquisition, Financial Management, Logistics Management, Human Resources Management, Information Systems Management and Defense Management*
- Part-time MBA Program in D. C.: Defense Management (DL)
- Executive MBA Program (DL)
- MS in Management: *Manpower System Analysis*
- MS in Leadership Education & Development (DL at USNA)
- MS in Contract Management (DL)
- MS in Program Management (DL)
- Master of Arts Degree: *National Security Affairs*
- Master of Science Degree: *Aeronautical Engineering, Applied Mathematics, Applied Physics, Applied Science, Astronautical Engineering, Computer Science, Defense Analysis, Electrical*

47 United States Navy. "Graduate Education Voucher Program." NAVADMIN 291/01 Message. 31 October 2001.

Engineering, Engineering Acoustics, Engineering Science (DL), Information Systems and Operation, Information Technology Management, International Resource Planning and Management, Management, Materials Science and Engineering, Mechanical Engineering, Meteorology, Meteorology and Physical Oceanography, Modeling, Virtual Environments and Simulation, Operations Analysis, Operations Research, Physical Oceanography, Physics, Systems Engineering, Systems Technology, Software Engineering (DL), and Product Development(DL)

- Engineer Degree: *Aeronautical and Astronautical Engineer, Electrical Engineer, and Mechanical Engineer*.
- Doctor of Philosophy: *Aeronautical and Astronautical Engineer, Applied Mathematics, Applied Physics, Computer Science, Electrical Engineering, Engineering Acoustics, Mechanical Engineering, Meteorology, Operations Research, Physical Oceanography, Physics, Systems Management, and Software Engineering.*
- Doctor of Engineering: *Aeronautical and Astronautical Engineer, Engineering Acoustics, and Mechanical Engineering*.[48]

4) Uniqueness & Relevance:

The Naval Postgraduate School is the only institution in the country with a resident Master's program in Homeland Security[49]. In addition to specific programs found nowhere else, the school created unique core competencies in defense-related subject matters that are applicable the URL community. For example, NPS is unique because it can tailor or create courses or academic programs to meet any defense or

48 "NPS At A Glance." Naval Postgraduate School Website.

16 April 2003 < http://www.nps.Navy.mil/PAO/at_a_glance.htm >.

49 Dean Ord interview.

service need, i.e., defense-focused MBA program, the Naval War College, Systems Engineering and Analysis, Defense Analysis (Special Operations), and Homeland Defense. In this sense, it becomes difficult for other institutions to compete in this category since there are no other institutions, besides NPS, that have this capability to the extent that NPS has it.

5) Joint atmosphere:

NPS has a diverse student population, with students from all branches of the U.S. armed forces and approximately 45 foreign nations. NPS students are composed of Navy, Army, Marine Corps, Coast Guard, and Air Force officers. In addition, there are National Guard students, defense civilians, and contractors. This diverse population contributes to a learning environment where students enhance military joint effectiveness through innovation, critical thinking, and research.[50]

NPS also offers URL Officers the opportunity to conveniently pursue Joint Professional Military Education (JPME) phase-I certification in conjunction with their graduate studies. In addition to meeting joint education requirements, NPS provides the URL community with an opportunity to attain joint warfare certifications.

6) Responsive to customer needs:

NPS exhibits a commitment to respond to the needs and desires of potential students, the Armed Services, and DoD. Programs are often tailored to the specific requirements of different student types. Distance learning is becoming a common trend that is responsive to customer needs for graduate education. For example, DL programs for the URL Officers have been recently developed in MBA, Information Technology, and Systems Engineering.[51] Specific programs within each school are also tailored to the special needs of international students, resulting in a strong product delivered to the

[50] Roser, Gary, Assistant Dean of SIGS for International Affairs. Interview with MAJ Adrian Morariu and LT Jaja Marshall. Marketing of NPS. Hermann Hall, NPS, 11 February 2003.

[51] Dean Ord interview.

international community in resident masters, resident short, and overseas courses.[52] As another example, the Center for Civil Military Relations' (CCMR) Mobile Education Teams (METs), are dispatched to participating countries and provide short courses tailored to meet the host's country's needs. Similar programs should be further analyzed in terms of URL Officers applicability.

The Vice Chief of Naval Operations (VCNO) expressed a desire to attain more technically oriented URL Officers with proficiencies in systems engineering and analysis.[53] To meet this demand, two new Masters of Science programs applicable to URL Officers were recently developed at NPS. The Systems Engineering and Integration (SEI) and the Strategy and Operations programs represent a conscious effort to create meaningful and relevant programs suited to customer needs.[54] Of note, the SEI program has now changed to Systems Engineering and Analysis as Navy needs were further refined.

Additional programs are continuously being designed to attract new students and meet new market demands. For example, the Center for Executive Education (CEE) has expanded into new markets – such as attracting Flag Officers. Positivism can be a force multiplier. Research suggests that if Flag Officers have a positive experience at NPS, as key influencers, they can pass that perception to other officers.

The creation of an MBA program highlights the ability for NPS to meet student desires. The American Association of College Schools of Business (AACSB) reports a 17 percent growth in MBA degrees awarded in the last decade.[55] This suggests that there is growing desire to attain more MBAs among the general civilian student population, and, thus, military officers as well.

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[52] Dean Ord interview.

[53] United States Navy. "Graduate Education Programs." NAVADMIN 203/99 Message. 20 July 1999.

[54] United States Navy. "Graduate Education Programs." NAVADMIN 203/99 Message. 20 July 1999.

[55] Lymer Andy. "AACSB Releases Statistics on MBA Growth in the USA." AACSB Online 26 October 1999. 03 April 2003 <www.accountingeducation.com/news/news602.html>.

7) Outreach capability:

Personal selling can be applied to attract more Navy URL Officers. Representatives from NPS's Institutes and Centers often travel throughout the country and the world teaching & educating militaries, governments, and civilian officials in their effort to spread the development of democratic institutions.[56]

The Naval Postgraduate School successfully works to keep local, state, and federal institutions informed about its education and research. A successful marketing strategy must take advantage of this outreach ability.

8) Quality:

The majority of NPS's faculty are civilians with diverse educational backgrounds from a variety of prestigious institutions. They are an impressive collection of scholars. Faculty and student interaction is high. The quality of the degree programs is evidenced by the accreditation of degree programs. The Naval Postgraduate School is accredited by the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges (WASC). The Accrediting Board for Engineering and Technology (ABET) accredits NPS programs in Aeronautical, Astronautical, Electrical and Mechanical engineering. The Graduate School of Business and Public Policy and the MBA curriculum are accredited by the National Association of Schools of Public Affairs and Administration (NASPAA) and the American Association of Collegiate Schools of Business (AACSB).[57] Students who desire to attain quality education look for these accreditations.

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56 Bruneau, Thomas, Director of Center for Civil-Military Relations. Interview with LT Jaja Marshall and LT Christopher Roberto. Marketing of NPS. Glasgow Hall, NPS, 25 February 2003.

57 "Office of Academic Administration Accreditation." Naval Postgraduate School Website. 16 APR 2003 <www.nps.Navy.mil/ofcinst/intro-3.htm >.

9) Desirable location:

The Naval Postgraduate School's location in Monterey, CA is a powerful selling tool. Monterey is in close proximity to Silicon Valley and the Bay Area. These areas are hubs for defense related research, especially for URL Officers who desire to conduct research related to their specific warfare communities.

Monterey Peninsula offers the same natural beauty it has always possessed. In addition to its historic landmarks, many art galleries, fine restaurants and shops, famed golf courses, and other cultural activities, it is home to a number of prominent educational institutions -- many with an international orientation. In addition to the Naval Postgraduate School, the U.S. Defense Language Institute and the Monterey Institute of International Studies are leaders in their respective fields.[58]

2. Weaknesses

Weaknesses are resources or capabilities that the institution does not possess, but are necessary, resulting in a competitive disadvantage.[59] Four major weaknesses have been identified for NPS:

- Capability to attract and maintain faculty
- Resource constraints
- Enrollment below traditional norms
- Low visibility within OPNAV and DoD

1) Capability to attract and maintain faculty:

Attracting and maintaining quality faculty is critical. Students want to receive quality education from quality faculty. Research has shown that a major hindrance to

58 "Monterey Information & History." International Graduate Programs Office 15 November 2001. Naval Postgraduate School Website. 01 MAY 2003 <http://www.nps.Navy.mil/ipo/MontereyInformation.htm >.

59 Foundations in Strategic Management:. 11-12.

attracting faculty is the high cost of living, particularly in the Monterey area. High housing costs discourage potential faculty members from working at NPS because they cannot afford to live in the local area. Though the Monterey Peninsula is an attractive place for faculty members to live and NPS is an ideal place to work and conduct research, it's difficult to attract new, young, upcoming faculty unless there is affordable housing.[60]

Research suggests a second factor that may discourage potential faculty members is the material condition of NPS buildings and offices. For instance, potential faculty members may have declined positions at NPS in the past because of the degraded material condition of offices and building facilities.[61]

2) Resource constraints:

Like many universities and military organizations, NPS needs more support staff and other resources to raise and maintain a certain level of excellence. Resource constraints such as funding shortfalls impede the ability of NPS to maintain support staff and school facilities. In addition, there are limitations in terms of the number of people that NPS can have in support roles due to defense and Navy regulations and guidelines.

Research suggests that the lack of adequate staff personnel may lead to an inability to support all research and educational requirements. NPS can handle its current research requirements, but hiring additional support staff would allow more time for faculty and URL students to focus on education.

3) Enrollment below traditional norms:

The concern of the decline of Navy URL Officers in the science and engineering curricula was expressed throughout most of the interviews conducted as part of the project research. Fewer graduates in science and engineering undermines the future of an

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[60] Hughes, Wayne, Dean of Graduate School of Operational and Information Sciences. Interview with MAJ Adrian Morariu and LT Jaja Marshall. Marketing of NPS. Glasgow Hall, NPS, 28 January 2003.

[61] Dr. Mike Zyda interview.

evolving high tech Navy that needs technically savvy officers to lead it.[62] The URL community needs officers with a broad spectrum of knowledge in systems engineering, national security and business affairs, but NPS also recognizes the need for other disciplines.[63] Furthermore, the Navy is poised at the intersection of three major movements: the Revolution in Military Affairs (RMA), the Revolution in Business Affairs (RBA), and the Revolution in Educational Affairs (REA).[64] The Navy needs officers to lead and manage these movements.

Research indicates that a major reason for the decline in Navy URL enrollments is due to gapped billets at shore establishments. These enrollment trends have been offset by growths by the other services and by international officer enrollments. As one NPS dean expressed, "if the percentage of naval officers lessens here, it is going to cause more questions as to if this is really a naval school."[65]

4) Low visibility within OPNAV and DoD:

It is vital that NPS maintain visibility with the leadership of the Navy in order to attract more URL Officers.

Senior leadership in OPNAV and DoD contemplate tradeoffs between operational and training requirements. In view of these tradeoffs, there is a lack of emphasis on graduate education as a long-term investment. A reoccurring theme expressed in most of the interviews is that the perception of NPS needs to change. For example, the perception is that NPS is used as a retention tool rather than as a place that is unique and relevant for both DoD and junior military officers. DoD and OPNAV must understand that NPS differentiates itself from other universities by responding quickly to the needs of DoD.

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62 Dean Kays interview.

63 RADM Ellison interview.

64 Ellison, David R., RADM, USN. "What NPS Means to DoD." NPS Journal. Vol I, Issue 1.

65 Dean Ord interview.

NPS's Superintendent has been actively trying to raise the level of visibility of the school within OPNAV and DoD, because there is a potential for NPS to continually become the leading change agent and center for innovation.[66] However, NPS needs to remain connected with DoD and the Navy, particularly with the URL community.

3. Opportunities

Opportunities are conditions in an environment that allow an institution to take advantage of organizational strengths, overcome organizational weaknesses, or neutralize environmental threats.[67] The Naval Postgraduate School exists in an opportunity rich environment that can be used to attract more Navy URL Officers. Seven major areas have been identified:

- Publicity
- Interaction with sister services
- International environment
- Distance learning
- NPS Alumni
- Key Influencers
- Personal Selling

1) Publicity:

NPS can attract more Navy URL Officers through increased publicity. Publicity gives customers a sense of the product they will receive. Increased publicity efforts will familiarize potential URL students with the quality education and research opportunities available at NPS. For example, continual write-ups in DoD and Naval-related publications such as *Perspective, Proceedings*, The U.S. Naval Academy's *Shipmate*,

66 Ellison, David R., RADM, USN. "Perspectives in Military Education." NPS Journal. Vol 2, Issue 2. Spring 2002:3.

67 *Foundations in Strategic Management:* 12.

First Command, USAA's *Spectrum*, *Joint Forces Quarterly,* and *Defense News* magazines can give external audiences a perspective about NPS's mission, capabilities and contributions to the URL community. In addition, advertisements on *Navy Knowledge Online* and *SWONET* help spread the word about NPS.

Research suggests that NPS also needs to publicize itself more to the academic community to help create a reputation of uniqueness, relevance, and excellence. External publicity helps attract faculty and creates prestige for an NPS degree. External activities such as faculty guest lectures, promoting research findings, and case study competitions familiarizes other academia with NPS's excellence. Faculty and students want to be associated with a well-known prestigious university.

2) Interaction with sister services:

"DoD Transformation"[68] will require innovative and intellectual officers with advanced education to understand the joint capabilities of every U.S. service. Since jointness is a key tenet of transformation, URL Officers will have to develop innovative ways to incorporate their warfare communities in joint operations.

NPS gives URL Officers the opportunity to interact with other military officers and learn about their respective services. Officers from every U.S. military branch attend NPS to learn about the latest processes, materials, and technologies in order to strengthen combat capabilities and effectiveness of their respective branch. Navy URL Officers have an opportunity to conduct joint research with other military officers to create innovative ways to accomplish transformation. NPS imparts the joint education and professional learning that URL Officers need to take maximum advantage of technological advances.[69]

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68 "Joint Vision 2020." Defense Technical Information Center Online and Defense Link Online. 24 April 2003. <http://www.dtic.mil/jointvision/jv2020.doc> and <www.defenselink.mil/specials/transform>.

69 Alumni at NPS. "Bush Selects Two NPS Operations Research Graduates as Service Secretaries." NPS Journal. Vol. I, Issue 1: 22.

3) International environment:

URL Officers at NPS can take full advantage of working with International Officers. These students offer a different educational and cultural perspective that URL Officers can be exposed to and benefit from understanding. The relationships established between URL Officers and international officers can serve as a diplomatic tool in future exercises and/or conflicts.

4) Distance Learning:

In the future, naval officers will be able to receive a master's degree anywhere in the world.[70] DL is NPS's way of providing education to URL Officers wherever they are stationed. Through DL, officers who are unable to attend resident programs have the opportunity to complete a master's degree program.

There is a seemingly infinite capacity for DL to serve the DoD community. DL can accommodate all students who desire education given there are enough faculty to teach. For example, the combination of DL and classroom instruction, such as that provided in Joint MBA program, can serve to meet the professional and educational needs of URL Officers who are time pressed to achieve an advanced degree.[71]

5) NPS Alumni:

There is a great opportunity to market NPS to URL Officers via the Alumni Association. Alumni can support the school by contributing their time, money, outreach and their expertise to the NPS Foundation.[72] The desire is to instill pride and stay connected with the fleet and local communities. The following are some ways NPS's Alumni Association can stay in touch with URL Officers:

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[70] Dean Brook interview.
[71] Dean Brook interview.
[72] Dean Ord interview.

- Magazines: Launch NPS alumni magazines, similar to the Naval Academy's *Shipmate* with an updated list of graduate students and whereabouts.
- Merchandise: Selling NPS merchandise via online catalog or mail, i.e., class rings, t-shirts, and books.
- Community Involvement: Get more involved with the local community in event such as marathons, high school JROTC (Junior Reserve Officer Training Corps), science, children's fairs, book fairs, and sailing regattas.

6) Key Influencers:

The Navy is undergoing tremendous changes, which requires a new generation of officers to be better educated. By virtue of position and experience, many senior leaders in the Navy serve as key influencers. They have the ability to influence URL Officers to pursue an education at NPS if they relate the uniqueness and relevance of NPS with senior leadership. For example, the Commandant of the Marine Corps is an NPS graduate who strongly supports continued education growth in the Marine Corps community.[73] Furthermore, the senior leadership of the officers in the international community knows the value-added benefit of an NPS education. Their value and perception of NPS should be applied to the URL community.

7) Personal selling:

There are several ways to sell NPS to URL Officers such as personal selling through Alumni, Faculty, and Staff. Students with a positive experience at NPS are likely to spread the reputation of the school via word of mouth. URL graduates at major operational commands can use word of mouth as a recruiting tool for potential students. Moreover, personal selling could be done through faculty members. For example, faculty members brief operational commands on latest research and warfighting developments.

[73] RADM Ellison interview.

Furthermore, they can participate in Fleet exercises and experiments to show NPS's commitment to research and relevance to increasing combat effectiveness.

4. Threats

There are four major threats facing NPS that can discourage potential URL Officers from attending this school. These are:

- Increased Operation Tempo (OPTEMPO)
- Perception of Resident Graduate Education
- Alternative education providers
- Base Realignment and Closure (BRAC)

1) Increased Operation Tempo (OPTEMPO):

Though there may be many officers who desire to pursue Graduate Education, many are unable because of their real world operational commitments. Increased Operation Tempo (OPTEMPO) limits time availability for URL Officers to pursue advanced education at NPS. "This [OPTEMPO] causes all services to send fewer students to pursue resident Graduate Education."[74] For example, attracting Special Warfare officers to attend the Defense Analysis curriculum at NPS is proving to be challenging because "SEALS are exceedingly busy conducting worldwide operations."[75]

2) Perception of Resident Graduate Education:

As stated previously in Figure II-21 and Figure II-22, future trends show a continual decrease of Navy URL enrollments at NPS. This may be an indication of Navy ambivalence towards graduate education.[76] In contrast, the Chief of Naval Operations

74 Dean Kays interview.

75 Dean Hughes interview.

76 Dean Brook interview.

(CNO) stresses the importance of advanced education. He believes that, "The Navy is firmly committed to the growth and development of its personnel. When I talk to audiences around the world, I say that our asymmetric advantage starts with the education of our people. So when we're talking about NPS as a corporate university we're talking about the centerpiece of developing that genius."[77]

One of the most troublesome trends facing NPS is the lack of Navy URL Engineering and Science enrollments. Some deans have expressed concerns of having engineering and science enrollments below traditional norms. If the current perception of NPS and the high OPTEMPO continues, NPS could see fewer URL enrollments in the future.

The URL community needs officers who possess technical and analytical skills and can think critically as well since all these skills are applicable in combat. Currently, 46 percent (Figure II-14) of NPS's student population is comprised of naval officers. Future trends predict lower percentages.[78]

3) Alternative Education Providers:

One reason for the decline of URL Officers at NPS is that they are finding other graduate education alternatives. For example, some officers prefer to attend universities such as Harvard, Stanford, and MIT because of their name recognition and branding or other universities that offer a variety of part-time and DL programs.

Another reason is that some officers are finding cheaper and faster means of attaining graduate education. For example, some URL Officers prefer to attend local state universities or institutions such as Troy State, Webster, and the University of Phoenix as alternatives. These universities offer degrees, such as an MBA at a much

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77 Reese, J. Anthony, Journalist 2nd Class. "CNO: NPS Offers Innovation and Asymmetric Advantage." Navy Newsstand Online 15 May 2004. 04 June 2003 < http://www.news.Navy.mil/search/display.asp?story_id=7466>.

78 Dean Roser interview.

lower cost and less time to complete the degree than other universities. The challenge for NPS is to compete with these universities.

4) Base Realignment and Closure (BRAC):

BRAC is an issue for NPS and for many URL Officers as well. Defense and legislative officials look for ways to cut costs. If the perception of NPS's lack of relevance continues, NPS could be a likely candidate for BRAC considerations. NPS must market for self-preservation and influence legislation about the importance of NPS by maintaining a continual relationship with legislative officials. For example, if BRAC were to become a reality at NPS, many URL Officers may perceive that the civilian community will not value their education at NPS. In this case, many URL Officers may be discouraged from attending NPS in the future. Since BRAC metrics are in the process of being changed, further research is suggested to determine its effects on NPS.

C. ALTERNATE PROVIDERS

In order for NPS to maintain its competitive advantage, it should remain cognizant of alternate providers. The competitive environment affects the number and type of competitors the institution must face and how they may behave.[79] The alternate providers that present the greatest competition to NPS are civilian graduate institutions. As mentioned earlier, many of these schools offer residence and non-resident programs, DL initiatives, and ROTC instructor opportunities for graduate education. Other programs, such as the Graduate Education Voucher (GEV), DC Intern, and international scholarship programs are alternate providers for URL Officers. Alternate education providers fall into these primary categories:

- Service Colleges and Alternate Defense Organizations
- Civilian Institutions
- Graduate Education Programs

1) Service college and alternate defense organization providers:

   - Air Force Institute of Technology (AFIT)
   - Armed Forces Staff College
   - Army War College
   - Army Command and General Staff College
   - Air War College
   - Air Command and Staff College
   - USMC Top Level
   - USMC Command and Staff College

79 *Basic Marketing: A Global-Managerial Approach*: 99.

- Industrial College of the Armed Forces
- Naval War College
- National War College
- National Defense University
- Foreign War Colleges

2) Civilian institution alternate providers:

- MBA Programs (Surface and Nuclear trained officers)
    - Harvard
    - Wharton
    - University of Chicago
- MIT/Woods Hole Joint Oceanography Masters Program
- University of San Diego
- Masters in Global Leadership Program
- Doctorate of Education Degree Program
- Old Dominion University Engineering Masters Program (Nuclear trained officers)
- Troy State University Executive MBA Program
- State supported schools
- NROTC schools (for instructors assigned to that unit)

3) Graduate education program alternate providers

- Graduate Education Voucher (GEV) Program

- Tuition Assistance (TA) Program
- Washington DC Intern Program
- Navy Officer Scholarship Program

Understanding the competitive environment allows NPS to choose appropriate strategies to counteract competition. The aforementioned alternate providers offer a similar product. Potential URL students view these competitive product offerings as close substitutes for NPS graduate education. It is important for potential students to understand that though comparable to an NPS graduate education, some of these alternate providers are not the best. NPS maintains a competitive advantage over alternate providers because it can satisfy its customers' needs by providing a quality education that helps URL Officers increase the combat effectiveness of forces they lead.

NPS needs to be aggressive in its marketing efforts by continually attracting the best students and the best faculty and reevaluate the competitive environment to determine the best marketing strategy. For example, a competitive analysis provides one method of assessing the environment by evaluating the strengths and weaknesses of a competitor's marketing strategies as compared to NPS.[80]

Alternate providers pose a threat to NPS, but marketing the uniqueness of this institution and its applicability to URL Officers is the key to differentiation.

80 *Basic Marketing: A Global-Managerial Approach*: 101.

D. PRODUCT OFFERINGS

Academics/Institutions[81]

To meet its educational requirements, the Navy has developed a unique academic institution at NPS whose emphasis is on education and research programs that are relevant to the Department of Defense. NPS provides a continuum of learning opportunities, including Graduate Degree Programs, Continuous Learning Opportunities, Refresher and Transition Education under four graduate schools.

GSBPP:

The Graduate School of Business and Public Policy at the Naval Postgraduate School offers a unique resident defense-focused MBA program plus Masters Degrees in five other DoD-relevant areas. The school is responsible for academic programs designed to educate officers and DoD civilian employees in a variety of functional management specialties that include:

- Logistics Management
- Defense Management
- Acquisition Management
- Financial Management
- Manpower Management

SIGS:

The School of International Graduate Studies includes Resident Programs consisting of nine (9) Curricula and approximately 147 Students whose mission is diplomatic - to support U.S. policy and help shape the international security environment. The school encompasses a number of preexisting centers and programs that include:

81 "Academics and Research" The Naval Postgraduate School Website. 15 April 2003. <www.nps.navy.mil>

- Center for Civil Military Relations
- Defense Health Management Institute
- Defense Resources Management Institute
- International Defense Acquisition Resource Management Program
- International Graduate Programs Office
- National Security Affairs Department

GSEAS:

The Graduate School of Engineering & Applied Sciences includes Resident Programs consisting of 14 Curricula and approximately 350 Students. Engineering programs include:

- Aeronautics & Astronautics
- Electrical & Computer Engineering
- Mathematics
- Mechanical Engineering
- Meteorology
- Oceanography
- Physics
- Space Systems Academic Group

GSOIS:

The Graduate School of Operational & Information Sciences includes Graduate Resident Programs consisting of 16 technical Curricula and awards Master of Science Degrees and Ph.D. Degrees across four Academic Departments. They include:

- Computer Science
- Information Systems Technology

- Information Systems and Operations
- Software Engineering
- Operations Analysis
- Operations Logistics
- Systems Engineering & Integration (SEI)
- Information Warfare
- Electronic Warfare
- Joint C4I
- Intelligence Information Management (I2M)
- Special Operations
- Space Systems Operations

Centers, Institutes, & Research:

Research at the Naval Postgraduate School supports the graduate education of students and challenges them to creatively solve DoD relevant issues within the Department of Navy (DoN)/Department of Defense (DoD). In addition, NPS has unique research facilities, several research centers of excellence and hosts over 15 sponsored chair professorships. Centers and Institutes include:

- Center for Autonomous Underwater Vehicle (AUV) Research
- Center for Contemporary Conflict
- Center for INFOSEC Studies and Research
- Center for Interdisciplinary Remotely-Piloted Aircraft Studies
- The Center for Joint Services Electronic Warfare
- Center on Terrorism and Irregular Warfare
- Coastal Ocean Observation Laboratory

- Institute of Systems Engineering (Meyer Institute)
- Joint Center for International and Security Studies
- JPME/Naval War College
- Modeling, Virtual Environments and Simulation (MOVES) Institute
- School of Aviation Safety
- Software Engineering Automation (SEA) Center
- Institute of Information Innovation and Superiority (Cebrowski Institute)

E. CRITICAL ISSUES/KEYS TO SUCCESS

Before launching a successful marketing campaign to attract Navy URL Officers, it is important to analyze the critical issues that are important to NPS, with regard to its present and future performance, and its stakeholders.

Throughout the analysis, three critical marketing challenges were identified:

- Perception of NPS
- Lack of Promotion
- Lack of Comparison

1) Perception of NPS:

Success in business depends on the initial image portrayed to prospective customers. The current perceptions of NPS vary. For example the International Officers perceive NPS as a place to receive an excellent education to enhance their professional careers, whereas some U.S. military officers view it as a place for officers to relax and enjoy recreational activities such as golf and sailing, before heading back to an operational command.[82] NPS should be viewed as a cutting-edge educational institution that the leadership of the Armed Forces value for its uniqueness and relevance and its applicability toward Navy and DoD research.

[82] Perception is based on the researchers' initial points of view.

2) Lack of Promotion:

Research suggests that detailers need to promote NPS. Since they consider issues such as career timing and attainability for URL Officers, detailers are a significant avenue for potential students to obtain information of the products offered at NPS. For example, the MBA program offered at NPS should be promoted in officer career magazines such as *Perspective* and *Proceedings*. NPS should provide the detailers with promotional tools to assist them in the sales effort.

3) Lack of Comparison:

Prior to URL Officers going to a shore command, many look at magazines such as *U.S. News and World Report* to compare the rankings of graduate universities. Many URL Officers can argue that the lack of NPS's mentioning in *U.S. News and World Report* plays a major factor in considering enrollment at NPS. The criteria used by these publications to rank school - GPA, GMAT, and starting salary - do not match up with NPS criteria. The issue is that there is little information available, i.e., ranking, media and corporate portrayal, to compare NPS with other top tier graduate universities.

F. HISTORICAL RESULTS

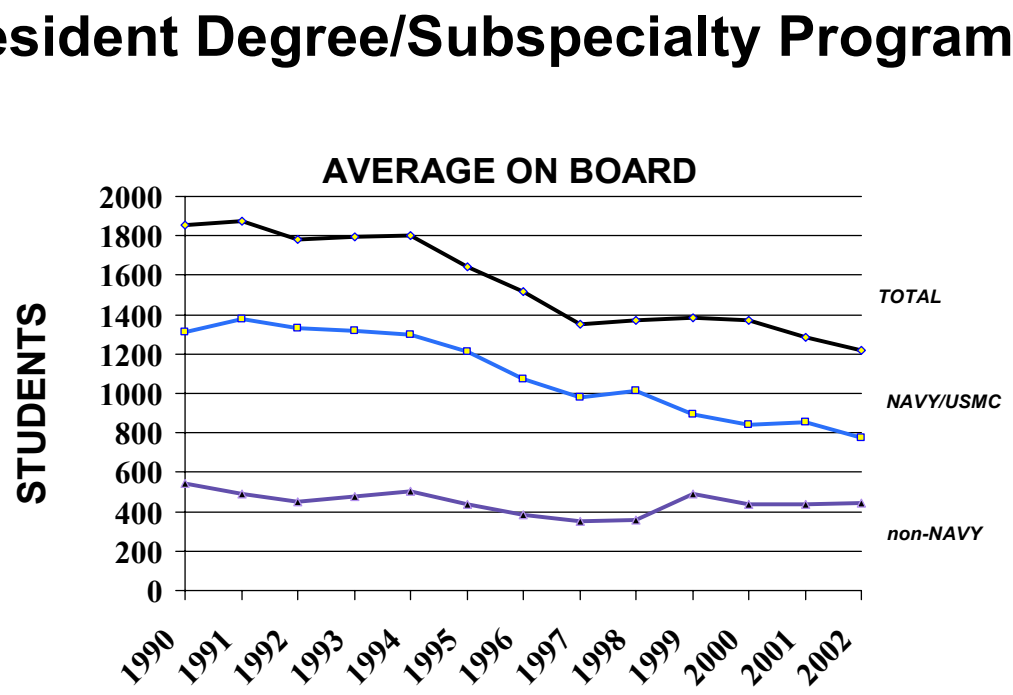
Historical trends provide possible explanations for the change in market trends at NPS. Paying attention to past trends helps marketers predict future responses to future trends. Historical results provide indications of what type of strategy is appropriate to achieve desired marketing results.

As stated previously, The Naval Postgraduate School's historical trends show a constant decrease in Navy URL Officer enrollments. Figure II-23 and II-24 show increases in other service enrollments as decreases in Navy enrollments continue. One conclusion that can be drawn is that other services such as the Army and Air Force realize the relevance of an NPS graduate education.

Developing a marketing plan for the Naval Postgraduate School highlights the need for establishing clear objectives with respect to enrollment. While historical figures

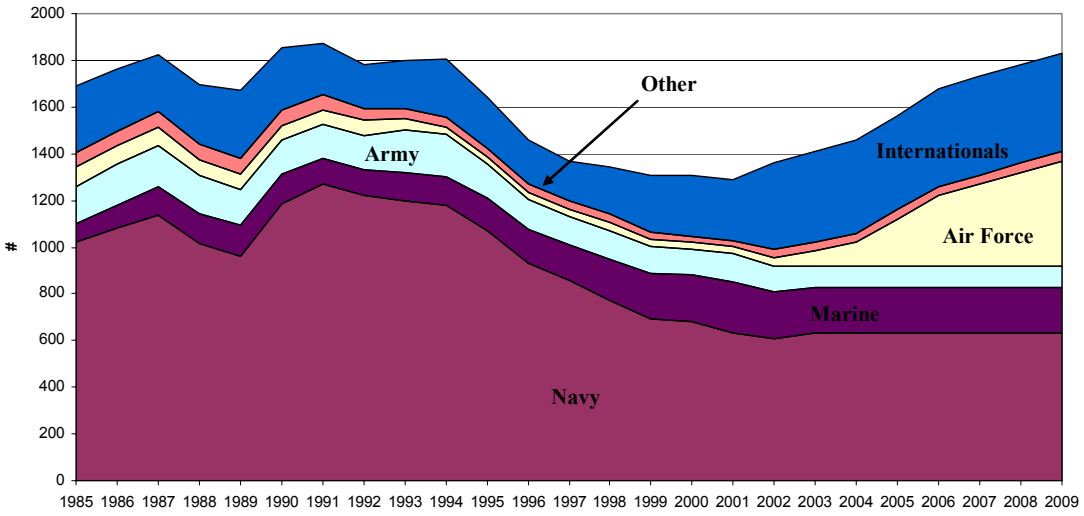
and trends exist, it is difficult to evaluate the results of past recruitment efforts without comparison to established objectives. Historical data exists which details the composition of the NPS student body at a given point in time, but there is no connection to organizational goals or objectives. A comparison of how the school performs with respect to enrollment versus how the school wants to perform, may offer new leadership insight into problem markets. Additionally, it would be helpful to examine the amount of resources applied to attracting students in each market, in order to generate a historical figure that can be used as a predictor of future results.

Figure II-23:[83] **Resident Degree/Subspecialty Program**



[83] Caldwell, Virginia. *NPS Command Brief Information*. 06 January 2003. Power Point Presentation. Slide Number 13.

Figure II-24[84] **NPS Students by Service**



G. MACRO ENVIRONMENT

A brief analysis of the macro-environment suggests several issues that can affect NPS's marketing efforts to Navy URL Officers. The macro-environment is the broadest level of environment, where changes in the political, economic, social and technological sectors act together to produce system-wide changes.[85] These sectors affect NPS's marketing efforts directly and indirectly.

First, the political sector focuses on local, regional, national, and global political issues. Many of the legal, economic and social developments are the direct result of political decisions. Changes in the political and legal environments at both the domestic

84 Source provided by Dr. Julie Filizetti. *Projected Enrollments FY 03 –09.* 23 January 2003. Power Point Presentation, Slide Number 3.

85 Perreault, W.D. Jr. and E. J. McCarthy. Basic Marketing-A Global Managerial Approach. CD ROM. McGraw Hill Irvin, 2002.

and international levels affect the Department of Defense and the military, i.e., cost reductions and BRAC. "Marketing is dependent on our foreign policy. There can be countries we're interested in; there can be sanctions and required Congressional notifications that all have impact on numbers. For example India, Pakistan, Indonesia, Malaysia, Peru, Ecuador, Russia, all at one time or another, over the last seven to eight years, have been suspended from sending military students to the US for one reason or another, all politically related."[86]

Second, the economic sector focuses on the general set of economic factors and conditions in the regional, national and global society (e.g., GNP growth, disparity in income levels, and concentrations of wealth). Economic factors are of concern to marketing firms because they are likely to influence demand, costs, prices and profits. These economic factors are largely outside a firm's control, but their effects can be profound. Political and economic forces are often strongly related. For example, BRAC is a political and economic force that could threaten NPS's existence. Changes in one sector at any level (local, national, global) may lead to changes in another.

Third, the socio-cultural segment focuses on demographics, life-styles and values. The Navy and NPS's leadership must understand that there are shifts in population and social values. In part, the socio-cultural sector of the macro-environment is difficult to assess because of the changes in preferences and priorities. Core cultural values are those firmly established within a society and are therefore difficult to change. For example, today's military generation values graduate education more than past generations. In addition, they demand the ability to pursue education via any means. Though further research is suggested, the type of education demanded by customers is a function of their social conditioning and their consequent attitudes and beliefs.

Fourth, the technological sector is concerned with advances in basic research (e.g., new processes, products, or materials) that may generate new technologies. Technology is a major macro-environmental variable, which influences the development of many of the products that are taken for granted today. "To fulfill its mission, the

86 Dean Roser interview.

Naval Postgraduate School strives to sustain excellence in the quality of its instructional programs, to be responsive to technological change and innovation in the Navy, and to prepare officers to introduce and utilize future technologies. The research program at NPS exists to support the primary mission of graduate education."[87]

87 "Naval Postgraduate School." American Society for Engineering Education Online. 15 April 2003 <http://www.asee.org/summer/html/nps.htm>.

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III. MARKETING STRATEGY

The Naval Postgraduate School needs an overall marketing strategy that aligns NPS's Strategic Plan with the marketing efforts of each School and Institute. Developing marketing strategy requires defining the future direction and implementation steps for an organization. An organization aligns its strategic direction with long term goals together with an assessment of its internal and external environments. Strategy concerns both organization and environment. Henry Mintzberg states,

> A basic premise of thinking about strategy concerns the inseparability of organization and environment. The organization uses strategy to deal with changing environments.[88]

The strategy of the Marketing Plan is built around the strengths of the institution by exploiting the opportunities and by mitigating the threats and weaknesses. The strategy is designed to emphasize the uniqueness of the distinctive programs, faculty, staff, students, and alumni that make NPS special. Seven viable strategies have been identified and can be applicable in attracting Navy URL Officers:

1) Communicate directly with potential URL students:

Traditionally, service detailers were the only communication channels for URL Officers. Unfortunately, detailers cannot tell the story of NPS better than its students and faculty. Efforts must be made to reach potential students directly. For example, faculty could promote NPS at events like URL detailer road shows, presentations to URL commands that highlight research findings, website chats, and phone conversations with potential students. Faculty interaction with potential URL students can initiate a professional and academic relationship that will attract students to NPS. In addition, current URL students could promote NPS by serving as sponsors for prospective

[88] Mintzberg, H. *The Strategy Beast: Areas of Agreement*. (Adapted from Chaffee, 1985:89-90). The Rise and Fall of Strategic Planning.The Free Press: 1994.

students. They can provide testimonials about the quality of their NPS education and the school's dedication to research.

2) Create a common theme to market to the URL community:

A common theme needs to be established to market the quality of education and research at NPS. The words, innovation, responsiveness, and cooperation should be used to describe NPS. These words convey the message of what NPS stands for and what NPS provides to the URL community – Excellence. Innovation, responsiveness, and cooperation through academic excellence should be used as a phrase to create the perception of an institution with which URL Officers want to be affiliated.

3) Create a unified marketing effort within NPS:

NPS needs an overall marketing strategy that is congruent with its strategic direction. The strategy must be continually assessed to ensure it reflects any changes in the strategic direction. Every school department needs to develop a marketing plan that incorporates their strengths with NPS's marketing strategy. Incorporating departmental strengths with NPS's marketing strategy will ensure that there is unity and coherence in marketing to the URL community.

As research suggests, marketing to the Navy URL community should be a priority in each department. For example, these departments, especially the engineering department, should assign capable individuals with the responsibility for marketing efforts and evaluate its progress. Every academic department in the school must ensure their marketing efforts convey NPS's common theme.

4) Maintain relationship with key influencers:

Key influencers could be utilized to spread the message about NPS's relevance to the URL community. For example, detailers could inform URL Officers about new NPS majors or programs. Additionally, influencers with rank, position, or experience such as URL alumni are in a position to encourage URL Officers to attend NPS. For example,

URL Alumni testimonials highlighting their NPS education experiences and related career success that followed NPS are powerful influences for prospective students.

5) Utilize the Center for Executive Education (CEE) to attract URL students:

The Center for Executive Education (CEE) at NPS provides customized executive-level education in revolutionary business practices to senior naval leaders and senior executive service (SES). There is an opportunity here for URL Flag Officers to interact with students and faculty. The idea is for URL Flag Officers to be aware of the research URL students are performing.

CEE could be a strategy as a means to encourage Flag Officers to change the perception of graduate education in the URL community. Additionally, CEE should keep URL Flag graduates informed of current developments at NPS.

6) Spread NPS's Brand:

NPS serves as the Navy's corporate university and is positioned to deliver state-of-the-art graduate education to the officer corps. Every member of the URL community should know the acronym 'NPS', recognize the school crest, and associate the name, 'Naval Postgraduate School,' with excellence and innovation. NPS branding should reach naval publications (*Proceedings*), career publications (*Link* Magazine), military websites (*Navy Knowledge Online*), media, and all other channels of communication to URL Officers.

NPS branding should be spread to the national academic community. The academic community includes institutions and publications. Branding NPS within the national academic community is particularly important because it creates a perception of prestige. For example, if publications dedicated to evaluating educational institutions fail to rank NPS or offer comparisons; URL Officers may be discouraged from attending NPS. The issue must be aggressively pursued. While NPS is a special institution with a unique customer base, it shares many of the features of other graduate education. NPS deserves to be measured alongside peer institutions.

7) Create a survey to administer to new students:

A survey should be created for new URL students to find out what influenced them to come to NPS. Surveys provide information on NPS's current position and determine which marketing efforts are effective in the URL community. Results from the surveys would be a measurement used to indicate if student expectations were met.

A. MISSION AND VISION

As Figure III-1 depicts, NPS's mission centers on four strategic initiatives. These initiatives are vital in determining the marketing strategy for NPS.

The NPS Mission is stated as follows:

Provide relevant and unique advanced education and research programs in order to increase the combat effectiveness of U.S. and allied armed forces and enhance the security of the United States.

The NPS Vision is stated as follows:

- Be the world leader in naval and defense related graduate education and supporting research.
- Prepare the intellectual leaders of tomorrow's forces.

Figure III-1[89] **NPS Strategic Initiatives**

NPS Strategic Initiatives
INCREASE THE NUMBER OF MEANINGFUL PARTNERSHIPS AND AVAILABLE MARKETS FOR OUR SERVICES.
Mission:
NPS exists to enhance the security of the USA and Increase the combat effectiveness of U.S. and Allied Armed Forces
IMPROVE THE QUALITY AND APPLICABILITY OF OUR RESEARCH AND TEACHING
INCREASE THE NUMBER OF NAVY URL OFFICERS WITH GRADUATE EDUCATION.
CUT THE RIGHT COSTS; INVEST RESOURCES IN THE RIGHT THINGS

B. MARKETING OBJECTIVES

The primary goal of NPS's marketing initiative is to have its target audiences consider NPS the premier institution for defense-focused education and research. The primary objective of the NPS Marketing Plan is to increase the attendance of URL Officers. A subsequent objective is to have URL Officers consider NPS an important milestone on their career map. The overarching objectives of the plan are to:

- Increase the number of Navy Unrestricted Line Officers enrollment at NPS
- Change the perception of NPS in the URL community
- Enhance the School's visibility in the URL community

89 Source provided by Dr. Julie Filizetti. *Informational Briefing to N00T and NETC.* 29 OCT 2002. Power Point Presentation. Slide Number 11.

C. TARGET MARKETS / AUDIENCES

To effectively market NPS to URL Officers requires targeting audiences that influence an officer's decision to pursue graduate education. The primary target audience for this marketing plan is URL Officers. The secondary target audience is key influencers who convince an officer to pursue graduate education at NPS. Additionally, key organizations within NPS's organizational structure such as the Admissions Office, Alumni Relations Office, and Public Affairs Office with roles in strategic implementation can help to effectively market NPS. Target audiences listed in priority are:

Target audiences include:

- URL Officers
- BUPERS detailers for URL Officers
- NPS Alumni
- Department of the Navy
- Legislators
- Potential faculty members
- National/state/local media
- NPS Strategic Organizations
- Faculty

D. POSITIONING

As depicted in Figure III-2, market positioning is critical for the development of a successful marketing campaign. Using, implementing and applying key concepts and phrases as: "Innovativeness, responsiveness, and cooperativeness through academic excellence" positions NPS as a corporate university.

NPS combines a commitment to academic excellence by offering a great variety of degree options that are unique and relevant to DoD applications. It is vital that the

stakeholders, internal and external to NPS, understand the positioning of the school. The key question that needs to be continually addressed is: "Why should URL Officers attend NPS rather than pursue higher education at other institutions?" A combination of answers to the following questions provides the ideal answer:

- What are the key benefits at NPS?
- How does NPS differentiate itself from other competitors?
- How is the school perceived in the customer's mind?
- What is NPS's competitive advantage?
- What are the opportunities at NPS?

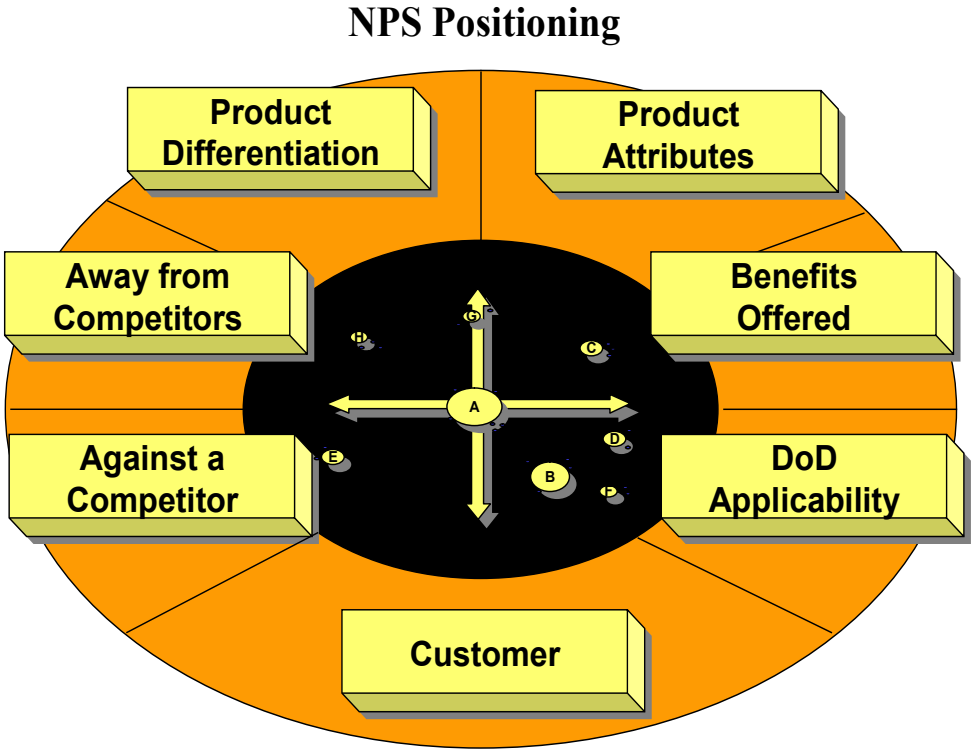
For officers, the decision to attend NPS is a personal one. Graduate education requires a great deal of investment in time, energy, and a willingness to stay on active duty through the obligated service time. For most career minded officers, the following advantages and disadvantages may be considered prior to attending NPS:

- Willingness to commit: Graduate education at NPS requires a devotion to the academic field of study since it will involve research and writing a thesis or dissertation. There is the opportunity to pursue professional military education, but these additional classes can also consume time.

- Career Timing: It's important to evaluate one's career goals with career timing. For most URL Officers, they attend NPS for 18 months. However, there are some graduate programs that can last up to 27 months. NPS makes every effort to minimize an officer's time away from operational commitments.

- Education value: Understand and appreciate the value of education for the long-term.

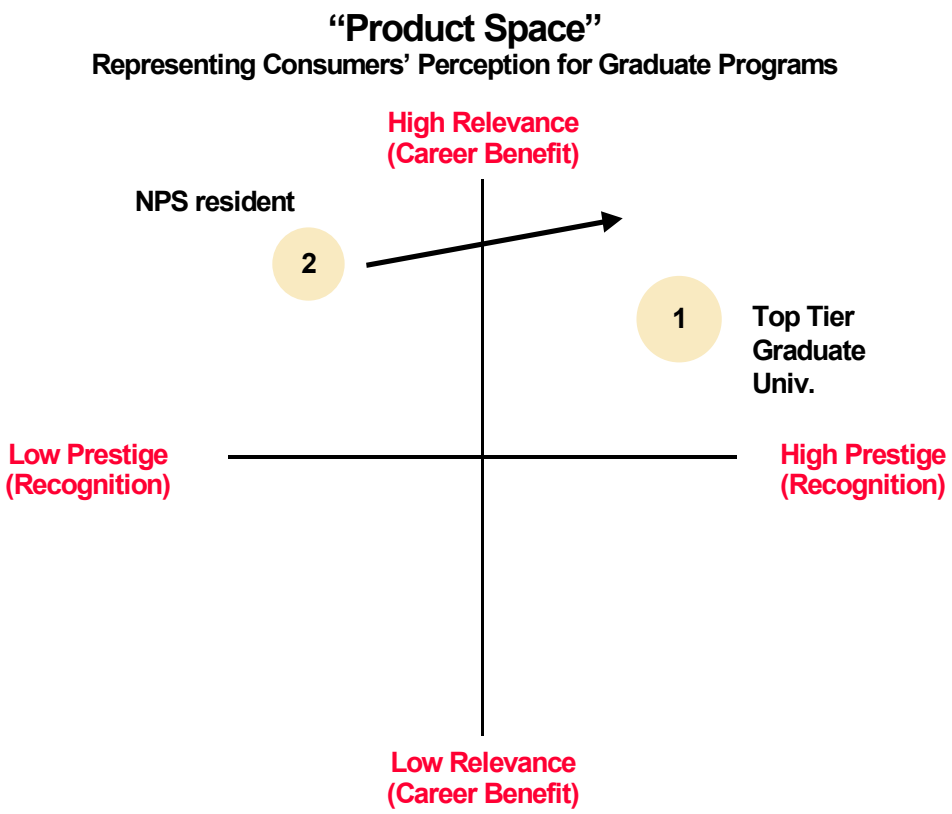
Figure III-2:[90] **Desired NPS Positioning**



NPS specializes in producing the highest quality of graduate education for military officers. The school is continually dedicated to improving its graduate degree programs in order to create leading innovators in the officer corps.

90 "Managerial Marketing: Market Segmentation, Targeting and Positioning." Graduate Accounting & Commerce Center Website. Macquarie University. 10 May 2003 <http://www.gacc.mq.edu.au/units/mktg813/7%20Segmentation%20Lecture.ppt>.

Figure III-3:[91] **NPS Perceptual Map**



The perceptual map allows a business or institution to gain insight on what customers think about competition. The map is a positioning technique that depicts customer's perceptions in two axes. The circles show different sets of customers near their ideal preferences.[92] Figure III-3 depicts how customers would perceive graduate education providers in terms of relevance and prestige. NPS has high visibility in certain geographic and career areas, but low visibility in other areas. Students perceive NPS as a low prestige but highly relevant institution as shown by circle 2.

This NPS perceptual map shows where the authors feel NPS should be perceived in the future. It is desired that NPS resident education move to a position of high

91 NPS's Perceptual Map was developed by the researchers of this MBA project.

92 *Basic Marketing*: 87.

relevance within the Navy and high prestige among the external environment that includes government, industry, and academia.

E. MARKETING MIX

Whether private or public, institutions of higher education face tremendous internal and external pressures that will extend into the twenty-first century. Internal challenges demand that admission departments recruit the best student in sufficient numbers to ensure financial stability.

A marketing mix is a set of controllable variables that an organization combines in a way to meet the needs of a target group of customers. Traditionally, the variables are represented by the Four P's: **Product, Place, Promotion** and **Process**.[93]

1. Product

A firm's product is a specific offering to meet the needs of a specific target market.[94] This may involve a physical good, a service, or both. The important thing to remember for NPS is that the products of education and research programs should satisfy customers' needs; in this particular case it is the Navy and departments of Defense.

The target market for NPS is large and diverse and for this reason marketing must be concerned with product quality. From a marketing perspective, quality means the ability of a product to satisfy a customer's needs or requirements.[95] The definition focuses on a customer's view of a product's fitness for some purpose.

Quality and satisfaction depend on the Total Product offered by NPS. Harvard professor Ted Levitt developed the Total Product Concept.[96] The concept is simple but

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93 Basic Marketing-A Global Managerial Approach CD ROM.

94 Basic Marketing-A Global Managerial Approach CD ROM.

95 Basic Marketing-A Global Managerial Approach CD ROM.

96 Marketing in Education. Faculty of Education Website, maint. by Lana Parsons. The University of Melbourne Online May 1999. 10 May 2003 <http://www.edfac.unimelb.edu.au/EPM/subjects/482-805/sessions5-8/session8.html>.

effective in focusing an organization's attention on its product/service which can lead to ultimate success or failure.[97]

Levitt sees four different levels that a product/service can achieve: the *generic product, expected product, augmented product*, and *the potential product*.[98]

At the generic level, a higher education institution offers the basic training for students. At the expected level, the institution offers all the traditional services such Masters of Science and Masters of Art. However, the augmented institution spends time and money on infrastructure, library, fixtures, and laboratories. It is at the potential level that an education institution, which provides higher education, becomes a real experience. Successful organizations fix their attention and efforts on the outer rings: the augmented and the potential product.[99] NPS provides the expected, potential, and augmented products. The NPS expected and potential products include traditional services such as Masters Degrees through resident learning and research opportunities. The NPS augmented product mix includes the benefits of an NPS experience such as quality of life, international interaction, joint opportunities, and recreational opportunities.

2. Place

A product or service is not much good to a customer if it is not available when and where it is wanted.[100] Place is concerned with all the decisions involved in getting the "right" product to the target market's place, i.e., distance learning. URL Officers are located worldwide. NPS promotes its positioning and marketing efforts to reach URL Officers wherever they are stationed. NPS needs to utilize every available channel to spread the message about its product.

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97 Marketing in Education. Faculty of Education Website, maint. by Lana Parsons. The University of Melbourne Online, May 1999. 10 May 2003 <http://www.edfac.unimelb.edu.au/EPM/subjects/482-805/sessions5-8/session8.html>.

98 "Marketing in Education" Faculty of Education, The University of Melbourne Online.

99 "Marketing in Education" Faculty of Education, The University of Melbourne Online.

100 "Marketing in Education" Faculty of Education, The University of Melbourne Online.

3. Promotion

Promotion is concerned with telling the target market about the "right" product.[101] NPS must promote the relevance of its education to URL students. Promoting relevance convinces URL students there are real incentives for an NPS degree. For example, publicizing the success of alumni and the important military, government and corporate leadership positions they fill, will validate the relevance of an NPS degree. Furthermore, NPS should use key influencers such as URL community detailers to help create value in an NPS education. There are many channels NPS can use to promote to the URL community. However, personal selling is best suited to attract URL Officers.

Personal selling involves direct communication between key influencers and potential URL customers. Students, alumni, and Commanding Officers can serve as personal sellers. Personal selling is usually face-to-face, Video Teleconferences, or over the telephone. Personal selling allows NPS to adapt its marketing mix to suit potential URL customers.[102]

Suggested URL place and promotion channels:

- NPS Personal Selling
    1. Road-shows
    2. Research finding presentations
    3. Fleet Battle Experiments
    4. Faculty guest lectures at symposiums/conferences
- Service Periodicals (i.e., *Link/Perspective*) – publications that provide career guidance to URL officers
- Service Academy / ROTC alumni publications (i.e., US Naval Academy *Shipmate*) – university publications that are dedicated to maintaining alumni network

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101 "Marketing in Education" Faculty of Education, The University of Melbourne Online.

102 Perreault, W.D. Jr. and McCarthy E.J. Basic Marketing-A Global Managerial Approach. CD ROM. McGraw Hill: Irvin, 2002.

- World Wide Web
    1. Navy-Marine Corps Intranet (i.e., *NMCI*) – internal website dedicated to Navy and Marine Corps members only
    2. Military sites (i.e., *Navy Knowledge Online*)
    3. URL community portals (i.e., *SWONET*) – websites dedicated to providing career guidance for a specific URL community
- Military Related Periodicals (i.e., Naval Institute *Proceedings*, *Navy Times*, USAA *Spectrum*) – civilian sector publications whose target audience is URL Officers

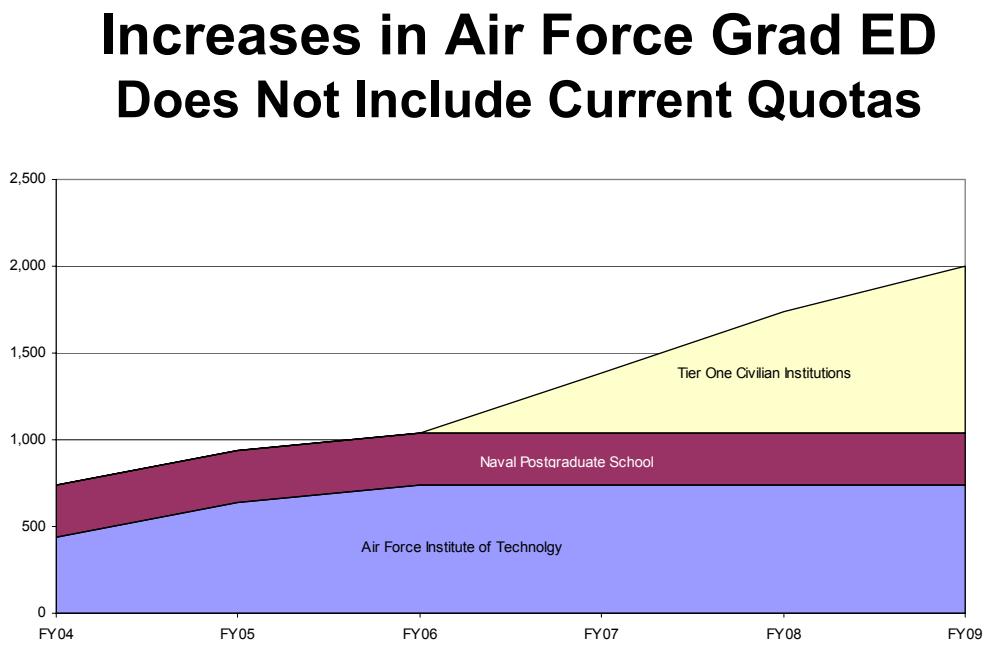
4. Process

Processes within the school play an important role in marketing. NPS is the Navy's corporate university and serves the needs of DoD. Selection of officers for NPS graduate education is based upon outstanding professional performance, promotion potential and a strong academic background. There are no requirements to take proficiency tests or entrance exams. The admissions process at NPS has a unique feature of offering enrollment every three months. This feature should be used to target potential URL students who are unable to enroll at other educational institutions during these times (i.e., Spring and Summer).

IV. FORECASTING

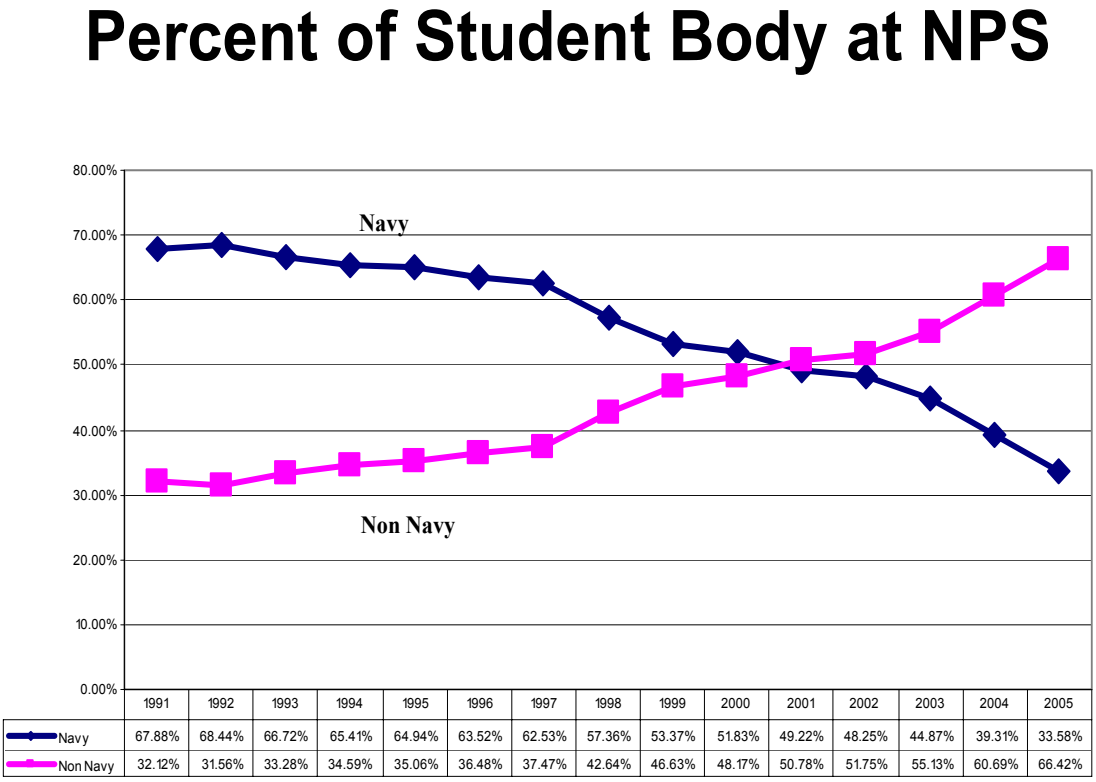
Developing enrollment forecasts are difficult, particularly for projecting URL Officer enrollments at NPS. The following graphs of projected enrollment represent a variety of influences and a projection of market trends. For example, Figure IV-1 shows the projected growth in Air Force enrollment, the most prominent change, can be interpreted as their new emphasis on graduate education for officers. Figure IV-2 depicts the historical percentages of student body at NPS. Based on this graph, Non-Navy students will greatly outnumber Navy students in the future. Developing a model for predicting enrollment warrants further study, particularly in estimating the projected time it will take to witness increased student enrollments.

Figure IV-1:[103] **Increases in Air Force Graduate Education**



103 Source provided by Dr. Julie Filizetti. *Projected Enrollments FY 03 –09*. 23 January 2003. Power Point Presentation, Slide Number 1.

Figure IV-2:[104] **Percent of Student Body at NPS**



	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Navy	67.88%	68.44%	66.72%	65.41%	64.94%	63.52%	62.53%	57.36%	53.37%	51.83%	49.22%	48.25%	44.87%	39.31%	33.58%
Non Navy	32.12%	31.56%	33.28%	34.59%	35.06%	36.48%	37.47%	42.64%	46.63%	48.17%	50.78%	51.75%	55.13%	60.69%	66.42%

104 Source provided by Dr. Julie Filizetti. *Projected Enrollments FY 03 –09.* 23 January 2003. Power Point Presentation, Slide Number 2.

V. MARKETING ORGANIZATION

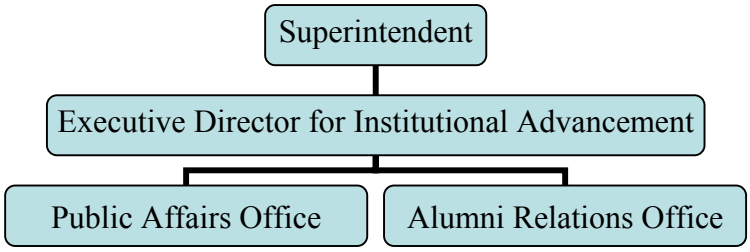
The Naval Postgraduate School's marketing organization is currently undergoing changes. While there are no formal instructions that delineate NPS's current marketing organization or the specific targeted audiences, it appears that the marketing responsibilities are split into three categories.

First, the responsibility for marketing to potential URL Officers is with the detailing offices for each service (i.e., Bureau of Naval Personnel for the Navy). The school has very little communication with potential students, and virtually all communication is channeled through the detailing process. In contrast, a traditional University would utilize an admissions office to manage applications and screen potential students. Though further research is suggested, it's interesting to note that prior to attending NPS, potential international students have a more direct link to NPS via the International Programs Office.

Second, the marketing efforts of each school and institute at NPS work independently. There is little alignment. Individual departments market their respective strengths without including NPS's overall strengths.

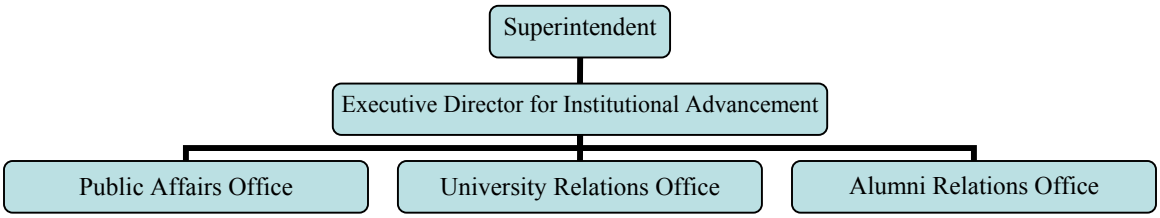
Third, the responsibility for marketing the school's image rests with the Public Affairs and Alumni Relations offices because they provide interface with the general public, local community, and military organizations.

Figure V-1: Current Marketing Organizational Structure



Efforts are underway to create a University Relations Office as a spin-off of the Public Affairs office. The Public Affairs office will focus on military interface, while the University Relations Office will manage communications with civilian institutions, and will promote the research and academic efforts of NPS.

Figure V-2: Proposed Marketing Organizational Structure



VI. GENERAL RECOMMENDATIONS

The SWOT analysis served as a tool for positioning NPS and the recommendations mentioned below are broad in scope:

1) Expand the role of the Admissions Department:

Recruiting should be everyone's responsibility. However, it does consume time and money and requires a great deal of coordination. For example, possible suggestions would be to:

- Coordinate recruiting efforts with detailers
- Establish a recruiting office at NPS with ties to the fleet

2) Externally market NPS:

There are several ways to expose NPS, though some may not be cost effective, there are other methods that add value to the school. For example, some possibilities are:

- **Wardroom road show** – Detailers, Alumni, and students can take NPS on the road and provide wardroom briefs throughout the fleet.
- **Media/PAO**, i.e. articles in Business Week, U.S. News, CNN.
- **NPS Merchandising** – This is an inexpensive way to promote NPS brand. For example, there are several clubs and associations within NPS. Let these organizations use the NPS logo, i.e., caps, t-shirts for promotion purposes. The Sailing Association could use the logo to promote NPS in its sailing competitions.
- **Internet use** – Develop an interactive site to expose potential students about NPS product offerings.

3) Academically compete with regional schools or in national competitions:

Many students are highly talented young officers that could have easily attended one of the nation's top graduate schools. Academic competition could be one way to give more visibility and better position NPS. For example, students might be willing to compete in the following categories:

- **Engineering designs**
- **Revolutionary business practices**
- **E-commerce**
- **National Security Affairs Forums**

4) Expand the role of Alumni Association:

The Secretary of the Navy Guest Lecture series is an outstanding way to hear about some of our nation's leaders and could be expanded to allow some schools, i.e. engineering, business, homeland security could to invite their own guest speakers. These speakers provide a different perspective about national, defense, and the local community interests.

- **Guest speakers** – Conduct discussions about new designs in engineering systems, trends in business and leadership practices, and trends in the fleet.
- **DL** – Demonstrate the use of technology with panel discussions, competitions, and continual student and faculty interaction on interesting and timely topics.

5) Develop Marketing Plans for each of NPS's Schools:

It is evident throughout the research that not all schools within NPS had a marketing plan. For example, there is some concern about the decline of engineering students. Developing a marketing plan for this specific department could be helpful in streamlining efforts and increased enrollments. Research suggests that each school

should develop their own marketing plans supporting the goals of NPS, and be responsible for implementation.

A. RECOMMENDATIONS FOR IMPLEMENTATION AND ACTION

This section provides specific actions for implementing the NPS marketing efforts to attract more Navy URL Officers.

NPS provides a unique educational opportunity that is applicable to the warfighters (URL Officers). Some recommendations may include action items that are already in progress but include additional measures to be taken. Execution in a well-planned and progressive manner will likely increase the awareness of NPS in the external environment with the intent to attract Navy URL Officers. The recommendations are as follows:

- Publicize NPS in publications specifically geared toward military support in financial management, alumni network and service communities, i.e., USAA's *Spectrum, First Command's Magazine,* NFCU's *Home Port publication,* USNA's *Shipmate*, USN's *Perspective* are a few examples. This could be done with general articles about NPS, new articles about new NPS programs and initiatives, or a one-page advertisement.
- Create a traveling package for NPS students, faculty and staff to take on professional and business trips. This package would include such items as DVD/CD, VHS tape, pamphlets, posters, and other memorabilia.
- Continually use and update the Internet to inform potential students about their specific majors, housing issues, MWR, and points of interest in the local community.
    - Streamline NPS's website. There should be a collaborative approach to align the websites of the individual schools and programs to provide an attractive presentation.

- Increase the sponsorship of new students coming to NPS. There needs to be increased student sponsorship at NPS. The International Programs Office and some schools have an active sponsor program. This should be expanded to include all school. Sponsoring potential US students requires less time than an international student. Sponsors give prospective students a realistic idea about life at NPS and can provide information about possible issues and advantages a new student should be cognizant of. For example, the NPS MWR organization is a great support organization that works hard to provide NPS students and their families many recreation benefits. Sponsorship offers NPS another advantage to attract future students. Each prospective student's current command should be verified to have an NPS awareness package.
- Send the detailers at BUPERS NPS brochures and pamphlets to create more awareness when they conduct road shows.
- Expose faculty members to the fleet. They should spend at least three days underway or forward deployed on a ship or with a unit. This does two things: First, it exposes faculty to the rigors and lifestyles NPS students often experience. Second, it gives the fleet an opportunity to learn about NPS and understand how NPS is committed to improving their combat effectiveness.
- Make more use of Navy community websites such as SWONET to inform officers about the advantages of an NPS graduate education. In addition to a link, there could be a picture of NPS or a quote to incite curiosity.
- Create more prestige and desire for NPS merchandise. For example, similar to the presence a USNA ring garners, an NPS ring should be publicized more often. This helps bring about more pride and prestige to NPS when students graduate.
- Implement a CNO scholar program that continually honors excellence in research that solves major fleet issues.

- Invite/Sponsor more guest speakers, i.e., business leaders and operational leaders.
- Conduct reunion events.

B. RECOMMENDATIONS FOR FURTHER RESEARCH

Other avenues of worthy pursuit for future research include:

- An evaluation and analysis of military service perceptions regarding graduate education. Furthermore, it should be examined how each military service views NPS as a means to achieving higher education. Are there differences within difference service communities? Conclusions should include recommendations for marketing to overcome the weaknesses.
- Examine the compilation of graduate education opportunities available in other military services. Does each service view NPS as unique and relevant in providing higher education to its officer corps that serves to improve the combat effectiveness of U.S. forces?
- Conduct a thorough evaluation of international officers' and countries' perceptions of graduate education relevance. The Assistant Dean of International programs provided some valuable insight to how each country views graduate education and an NPS education. The Director of CCMR identified some perceptions of what other countries thought of NPS's METS in civil-military relationships. These departments have many resources on international perceptions that would be helpful in completing this evaluation. A greater understanding of how to market to the international community would enable NPS to continue reaching its enrollment goal.

- Examine the compilation of alternate international graduate education opportunities available to international officers. There are other means which international officers can pursue graduate education but what is the value-added benefit of pursuing these alternate means vice attending NPS?
- Devise a marketing strategy and plan that caters to the strengths of each school. This report identifies the strategy and devises a marketing plan for addressing the URL community. Each graduate school and institute within NPS has unique characteristics that should be marketed. The marketing efforts of each school need to be consistent with NPS's positioning and branding.
- Conduct reassessment of the external environment - customer, potential students, and competitors. The environment always changes as evidenced by NPS's ability to shift the educational priorities to apply research to new and different ways and to do it quickly.[105] Therefore, the marketing strategy must be continually reassessed to ensure it target areas of weaknesses and continue to make aware the strengths of NPS.

C. OTHER OBSERVATIONS

Throughout this research, the authors discovered some additional material that may be pertinent in developing and improving the overall marketing efforts of NPS. The following specific areas should be considered:

1) School Efforts:

The School of International Graduate Studies (SIGS) has started to market NPS to the Army and expects an increasing number of Air Force students.[106] SIGS is an attractive industry because of the quality and relevance of its National Security programs.

105 "Education and Research for a Secure World": 8.

106 Dean Ord interview.

Additionally, the Air Force is expected to increase its number of students in the Graduate School of Operational and Information Sciences (GSOIS). NPS is tailoring the courses to satisfy Air Force requirements."[107] GSOIS programs, such as Defense Analysis will continue to attract additional Air Force officers.

2) Mobile Education Teams (METs):

NPS serves many nations and provides outreach capability to improve the relationship with US allies. For example, NPS has the capacity and capability to educate people in civil-military relations. Members of METs travel all over the world and teach short, non-degree courses that are specifically tailored to a country's civil-military need. METS is an opportunity for NPS to market to the international community.

3) Effects of U.S. Foreign Policy:

The international program is a critical component of NPS. It helps maintain international relationships, improve foreign democratic civilian military relations, and offsets the downsizing population of U.S. students. U.S. Foreign policy governs the amount of international student attendance at NPS. The NPS School of International Graduate Studies (SIGS) works with international policy members in Washington D.C. to achieve diverse country representation at NPS.

4) Homeland Security Opportunities:

An opportunity exists to market NPS via Homeland Defense as America's first homeland defense research institute.[108] As the nation's first institution for higher learning in Homeland Defense and Security, NPS has started a growing partnership and affiliation with Northern Command and the Department of Homeland Security. In many

107 Rigney, Jessi, Journalist 3rd Class, USN. "Warfare Experts Assume New Roles at NPS," Navy Newsstand. 20 April 2003< http://www.news.Navy.mil/search/display.asp?story_id=5909>

108 Dr. Michael Zyda interview.

ways, the NPS customer is also its sponsor because a product must be delivered to the sponsor. For example, since the activation of the Center for Homeland Defense, the primary Navy customer for SIGS, CNO N3/5 has taken an active role in Homeland Security. In addition, Northern Command and the Department of Justice will sponsor SIGS programs for Homeland Defense.[109]

Homeland security education represents an opportunity for civilians at both the local and federal level to obtain a quality education from first-rate faculty. The challenge is to provide opportunities for success by ensuring the availability of knowledgeable professors, appropriate facilities, the right equipment, and sufficient budget resources necessary to manage the Homeland Security program.[110]

5) Publicity Opportunities:

After September 11, 2001, NPS is the only institution in the country that gives master's degrees in homeland defense and homeland security. NPS's versatility to respond to its customers must be publicized.[111] National defense called for a specially tailored program to educate those entrusted with the homeland safety of our nation. NPS quickly responded. No other institution of higher learning can publicize this feat.

The first MBA graduating class presents some unique publicity opportunities as well. The Dean of the Graduate School of Business and Public Policy (GSBPP) supports the commemoration of NPS's first MBA class graduation. Holding a formal convocation ceremony for the GSBPP, similar to other MBA programs, allows NPS to commemorate and publicize its first defense-focused MBA graduating class. Various publications also give NPS an opportunity to familiarize external audiences with its quality product offerings. For example, the first MBA class graduation is an event that could be mentioned in the Wall Street Journal, Washington Post, AACSB publications and National Association of Shortwave Broadcasters (NASB) newsletters, Business Week,

109 Dean Ord interview.

110 Dean Ord interview.

111 Michael Zyda interview.

Forbes, and in student's hometown news. This event is a worthy news story because it is the first offered defense-focused MBA. These efforts publicly familiarize business, industry and other key influencers with the prominence and contributions of NPS. Journalist write-ups in magazines, newspapers and journals serve as third party validators.[112]

6) International Influence:

Research suggests that the international military community is a key component to NPS's success. [113] Every quarter, foreign officers come to NPS to receive a master's degree. At the same time, these officers are exposed to American culture. NPS serves as diplomatic tool. Therefore, it's important that NPS continue to publicize the benefits of an NPS education to its allies. For example, the Graduate School of Engineering and Applied Science (GSEAS) have a large student population from Singapore with exceptional engineering knowledge. NPS maintains a close relationship with the National University of Singapore because they are very interested in electrical and systems engineering. Although USN officers and international students have very different engineering backgrounds, there is an opportunity here to continually expose NPS in order to increase student enrollment.[114] Additionally, international students help to maintain NPS's enrollment level.

There is an opportunity for NPS to attract an increased number of students from former Warsaw Pact countries and Africa. NPS can take advantage of recruitment opportunities in former Warsaw Pact and former Soviet Union countries by doing personal marketing. Research supports the argument that that the fall of the Berlin Wall led to increased NPS international students enrollments from countries like Poland, Czech Republic, Romania, Bulgaria, the Ukraine, Russia, and Estonia in the last 10 years.[115] NPS has also expanded its international recruitment in Africa. Students now

112 Dean Brook interview.
113 Dr. Michael Zyda interview.
114 Dean Kays interview.
115 Dean Roser interview.

attend NPS from African countries such as South Africa, Botswana, Nigeria and Tunisia.[116] NPS is in the process of attracting personnel from emerging democracies. For example, places like Africa, Eastern Europe and the Middle East provide NPS with great opportunities to recruit students from Uzbekistan, Pakistan, and eventually Afghanistan.[117]

7) Growth Opportunities for Other Services:

With its service secretaries as NPS graduates, there is an opportunity for increased Air Force and Army enrollments. Both Secretaries understand the need to hone the intellectual component of their military professionals. For example, Defense Analysis, Science & Technology and SIGS are a growth industry for the U.S. Army and Air Force. The Air Force realizes the need for more technologically educated officers and the Army sees the need for more analytical officers. Homeland Defense and Security is a growing demand for US National Guard and Coast Guard who will be the lead military services defending the homeland.

116 Dean Roser interview.
117 Dean Roser interview.

VII. SUMMARY

The officer corps must be composed of leaders prepared to meet the challenges of the future along with the requisite number of strategists and be prepared to cope with the interactive nature of warfare as a consequence of its knowledge of military history and military art. In addition, the officer corps must maintain operational and technical superiority and be comprised of officers whose education, training, and experience are force-multipliers in and of themselves.[118]

The Naval Postgraduate School combines a commitment to academic excellence by offering a great variety of degree options that are unique and relevant to DoD applications. Past trends show a decline in Navy URL Officer enrollments at NPS. These trends are a growing concern because NPS exists to provide Naval officers with advanced education to improve their warfighting capabilities. The reasons for enrollment declines are attributed to factors such as the perception and lack of visibility of NPS in the URL community.

An NPS marketing plan was developed to address this issue. The tools of strategic analysis were used to examine NPS's strategic guidance. The marketing plan identifies and evaluates marketing issues and strategies and provides marketing recommendations NPS should take.

NPS is a corporate university that responds to the needs of the Navy, DoD, and the international community through quality education and research. "Innovativeness, responsiveness, and cooperativeness through academic excellence" positions NPS as a corporate university.

118 "Preliminary Summary Analysis of the Conference on Professional Military Education for the 21st Century Warrior Symposium." Naval Postgraduate School and Office of Naval Research. <www.au.af.mil/au/awc/awcgate/mil-ed/mecc-analysis.htm.> 23 April 2003.

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APPENDIX

1 - THE MARKETING PLAN

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NAVAL POSTGRADUATE SCHOOL

2003-2004 NPS Marketing Plan for Navy URL Officers

This NPS Marketing Plan for Navy URL Officers was derived from the researchers MBA Professional Report.

A. INTRODUCTION AND BACKGROUND

The Naval Postgraduate School (NPS) has developed a growing reputation for its emphasis on providing quality education and research to enhance the security of the United States and Allied Armed Forces. The NPS Strategic Plan supports Joint Vision (JV) 2010, JV 2020, and Navy Unrestricted Line (URL) Officers by aligning education and supporting research programs with three major goals: 1) Academic programs and research that are nationally recognized and support the current and future operations of the Navy and Marine Corps, its sister services, and its allies; 2) Institutes that focus on the integration of teaching and research in direct support of Transformation; and, 3) Executive and continuing education programs that support continuous intellectual innovation and growth throughout a URL Officer's career.

The objective of the Marketing Plan for URL Officers is to develop a marketing strategy and courses of action to address the decline of URL enrollment. The plan lists

NPS's strengths and weaknesses, defines its target audiences, and states the objectives to effectively market to URL Officers.

B. NPS MISSION AND VISION STATEMENTS

The Naval Postgraduate School is an academic institution whose emphasis is on study and research programs relevant to Navy interests, as well as the interests of the other services of the Department of Defense (DoD). These programs support continuous learning and executive education and are designed to accommodate the unique requirements of the military. NPS is a fully accredited graduate institution that specializes in advanced education in the awarding of Master's Degrees through resident courses and distance learning, and awards a limited number of Doctorate Degrees.

The majority of NPS's faculty are civilians with diverse educational backgrounds from a variety of prestigious institutions. They are an impressive collection of scholars. Faculty and student interaction is high. Ninety-nine percent of tenured or tenure-track faculty members possess a Ph.D, and every class is taught directly by a faculty member.

NPS's Mission is stated as follows:

> Provide relevant and unique advanced education and research programs in order to increase the combat effectiveness of U.S. and allied armed forces and enhance the security of the United States.

NPS's Vision is stated as follows:

- Be the world leader in naval and defense-related graduate education and supporting research.
- Prepare the intellectual leaders of tomorrow's forces.

C. SITUATION ANALYSIS

NPS was established to provide advanced education and research for naval officers.

NPS is a unique, relevant, and excellent institution that responds to DoD and National security needs by pursuing innovative technologies and strategies to improve the combat effectiveness of the Navy. However, NPS has experienced a significant decline

in URL student enrollments in the last few years and finds itself in need of marketing the benefits of an NPS graduate education.

Analyzing NPS's strengths, weaknesses, opportunities, and threats (SWOT) identifies areas where NPS can focus its marketing efforts to attract Navy URL Officers:

Strengths:

- Research capability
- Competitively priced
- Product variety
- Uniqueness & relevance
- Joint atmosphere
- Responsive to customer needs
- Outreach capability
- Quality
- Desirable location

Weaknesses:

- Capability to attract and maintain faculty
- Resource constraints
- Enrollment below traditional norms
- Low visibility within OPNAV and DoD

Opportunities:

- Publicity
- Interaction with sister services
- International environment
- Distance learning
- NPS Alumni
- Key influencers
- Personal selling

Threats:

- Increased Operation Tempo (OPTEMPO)
- Perception of resident graduate education
- Alternative education providers
- Base Realignment and Closure (BRAC)

D. TARGET AUDIENCES

To effectively market NPS to URL Officers requires targeting audiences that influence an officer's decision to pursue graduate education. The primary target audience for this marketing plan is URL Officers. The secondary target audience is key influencers who convince an officer to pursue graduate education at NPS. Additionally, key organizations within NPS's organizational structure such as the Admissions Office, Alumni Relations Office, and Public Affairs Office with roles in strategic implementation can help to effectively market NPS. Target audiences listed in priority are:

Target audiences include:

- URL Officers
- BUPERS detailers for URL Officers
- NPS Alumni
- Department of the Navy
- Legislators
- Potential faculty members
- National/state/local media
- NPS Strategic Organizations
- Faculty

E. OBJECTIVES

The primary goal of NPS's marketing initiative is to have its target audiences consider NPS the premier institution for defense-focused education and research. The primary objective of this NPS Marketing Plan is to increase the attendance of URL Officers. A subsequent objective is to have URL Officers consider NPS an important milestone in their careers. The overarching objectives of the NPS Marketing Plan are to:

1. Increase the number of Navy URL Officers enrolled at NPS.
2. Change the perception of NPS in the Navy URL community
3. Enhance the School's visibility in the Navy URL community.

F. STRATEGY

This NPS Marketing Plan identifies the marketing strategy to attract URL students. The marketing strategy is based on strategic initiatives that address the decline of URL student enrollment. These strategic initiatives are intended to convince URL communities of the importance and relevance of an NPS education. It is imperative for NPS to familiarize the URL community with the innovative, responsive, and cooperative qualities of its schools and institutes. The desire is for NPS to become an important milestone in a URL Officer's career. The recommended Marketing Strategic Initiatives are as follows:

1. Communicate directly with potential URL students:

Traditionally, service detailers were the only communication channels for URL Officers considering graduate education. Unfortunately, detailers cannot tell the full story of NPS better than its students and faculty. Efforts must be made to reach potential students directly. For example, faculty could promote NPS at events like URL detailer road shows, presentations to URL commands that highlight research findings, website chats, and phone conversations with potential students. Faculty interaction with potential URL students can initiate a professional and academic relationship that will attract students to NPS. In addition, current URL students could promote NPS by serving as

sponsors for prospective students. Student testimonials about the quality of their NPS education and about the school's dedication to research can serve as a powerful marketing tool to attract officers from the URL community.

2. Create a common NPS theme to market to the URL community:

The words innovative, responsive, and cooperative should be used to describe NPS. These words convey the message of what NPS stands for and what NPS provides to the URL community - Excellence. Innovation, responsiveness and cooperation through academic excellence should be used as a phrase to create the perception of an institution that URL Officers want to be affiliated with.

3. Create a unified marketing effort within NPS:

NPS needs an overall marketing strategy that is congruent with its strategic direction. The strategy must be continually assessed to ensure it reflects any changes in NPS's strategic direction. Every department must develop a marketing plan that incorporates their strengths within a unified NPS marketing strategy. Incorporating departmental strengths with NPS's marketing strategy will ensure a consistent message in all marketing activities targeted at the URL community.

Marketing to the Navy URL community should become a priority in each department. Each department should assign capable individuals with the responsibility for marketing. Those selected individuals establish goals, plan, implement and evaluate the progress of their marketing efforts. Every department must ensure their marketing efforts convey NPS's common theme.

4. Maintain relationship with key influencers:

Key influencers such as Commanding Officers and detailers are external resources that can be further utilized to spread the message about NPS's relevance to the URL community. This strategic initiative requires key influencers and detailers to be educated about NPS's product offerings and kept informed of changes when they occur. These changes can be effectively communicated to URL Officers. The Alumni Relations

Office plays a large role in maintaining contact with Alumni and notifying them of major changes at NPS. The Alumni Relations Office is the key point of contact with the NPS Alumni and is responsible for maintaining contact with them, communicating NPS's accomplishments.

Influencers with rank, position, or experience such as Commanding Officers, detailers, and URL Alumni are in a position to encourage URL Officers to attend NPS. URL Alumni can provide influential testimonials about their education experiences at NPS and Commanding Officers can stress to URL junior officers the importance of graduate education in their communities.

5. Utilize the Center for Executive Education (CEE) to attract URL students:

The Center for Executive Education (CEE) at NPS provides customized executive-level education in revolutionary business practices to senior naval leaders and senior executive service (SES). An opportunity exists here for URL Flag Officers to interact with students and faculty. The purpose is for URL Flag Officers to be aware of the ongoing research performed by URL students and depart NPS with a perception of NPS's leading innovative, relevant research.

6. Spread NPS's Brand:

NPS serves as the Navy's corporate university and is positioned to deliver state-of-the-art graduate education to the Officer Corps. Every member of the URL community should know the acronym "NPS," recognize the school crest, and associate the name, "Naval Postgraduate School," with excellence and innovation. NPS's public relations should reach naval publications (*Proceedings*), career publications (*Link* Magazine), military websites (*Navy Knowledge Online*), media, and all other channels of communication to URL Officers.

NPS's branding should also spread to the national academic community. The academic community includes institutions and publications dedicated to evaluating universities and producing comparisons. Branding NPS within the academic community

is important because it helps create a perception of prestige. NPS is a quality institution that deserves to be measured with peer institutions.

7. Create a survey to administer to new students

A student survey of URL Officers who are currently or who have attended NPS in the past would serve as a valuable tool in determining the key factors for selecting NPS over other opportunities and could become helpful in determining strategic changes in recruitment efforts going forward.

G. POSITIONING

NPS is the Navy's corporate university that is unique, relevant, and excellent. The Chief of Naval Operations (CNO) views NPS as a corporate university that is the centerpiece of education for officers. URL Officers would see NPS as unique in responding to requirements such as technical needs and returning innovative solutions back to the fleet quickly.

The key phrase, innovativeness, responsiveness, and cooperativeness through academic excellence should be used in positioning NPS as a corporate university that is unique, relevant and excellent throughout the world. This phrase could also be used collectively to describe the quality of NPS's education to URL Officers. Innovativeness describes the dedication of NPS to developing technology and conducting the latest research to improve the combat effectiveness of military forces. Responsiveness exemplifies NPS's uniqueness as the only university that can quickly respond to the needs of the Navy, DoD, and National Security. Cooperativeness refers to partnerships NPS maintains with other universities, government agencies, industry, and the international community to develop new warfare concepts and technologies.

The goal of the Marketing Plan is to communicate NPS as an institution that is committed to education, research, and development in:

- Business Policies and Practices
- Engineering and Sciences

- Warfare Technologies
- Military Strategies
- Educational Technologies
- Executive Education

H. COMPETITION

The alternate providers that present the greatest competition to NPS are civilian graduate institutions. Many of these schools offer residence and non-resident programs, DL initiatives, and ROTC instructor opportunities for graduate education. Other programs, such as the Graduate Education Voucher (GEV), DC Intern, and international scholarship programs are alternate providers for URL Officers. Alternate education providers fall into these primary categories:

- Service Colleges and Alternate Defense Organizations
- Civilian Institutions
- Graduate Education Programs

Understanding the competitive environment allows NPS to choose appropriate strategies to counteract competition. Potential URL students view these competitive product offerings as close substitutes for NPS graduate education. It is important for potential students to understand that though comparable to an NPS graduate education, some of these alternate providers are not the best. NPS maintains a competitive advantage over alternate providers because it can satisfy its customers' needs by providing a quality education that helps URL Officers increase the combat effectiveness of forces they lead.

I. PRODUCT OFFERINGS

The Naval Postgraduate School is a unique academic institution whose emphasis on education and research programs are relevant to the Department of Defense. NPS product offerings are aligned with its strategic plan to provide relevant, quality graduate education and supporting research to the Navy. NPS provides a continuum of learning opportunities for URL Officers, including Graduate Degree Programs, Continuous Learning Opportunities, Refresher and Transition Education under the auspices of four graduate schools, three institutes and one executive education center.

URL Officers have the capability to pursue graduate education through resident courses or distance learning. NPS offers incomparable unique and agile products to the URL community.

Product providers are:

- Graduate Schools
    - School of International Graduate Studies
    - School of Business and Public Policy
    - School of Operational and Information Sciences
    - School of Engineering and Applied Science
- Institutes/Centers that contribute to DoD research
    - Cebrowski Institute for Information, Innovation and Superiority
    - Modeling, Virtual Environments, and Simulation Institute
    - Wayne E. Meyer Institute for Systems Engineering
- Center for Executive Education
- Distance Learning/Office of Continuous Learning
    - Degree, Certificate programs
- Research
    - 25 research centers
    - Over 300 faculty members
- Product Offerings include degrees/programs in

- Resident MBA Program: Acquisition, Financial Management, Logistics Management, Human Resources Management, Information Systems Management and Defense Management
- Part-time MBA Program in D.C.: Defense Management (DL)
- Executive MBA Program (DL)
- MS in Management: Manpower System Analysis
- MS in Leadership Education & Development (DL at USNA)
- MS in Contract Management (DL)
- MS in Program Management (DL)
- Master of Arts Degree: National Security Affairs
- Master of Science Degree: Aeronautical Engineering, Applied Mathematics, Applied Physics, Applied Science, Astronautical Engineering, Computer Science, Defense Analysis, Electrical Engineering, Engineering Acoustics, Engineering Science (DL), Information Technology Management, International Resource Planning and Management, Management, Materials Science and Engineering, Mechanical Engineering, Meteorology, Meteorology and Physical Oceanography, Modeling, Virtual Environments and Simulation, Operations Research, Physical Oceanography, Physics, Systems Engineering, Systems Technology, Software Engineering (DL), and Product Development (DL).
- Engineer Degree: Aeronautical and Astronautical Engineer, Electrical Engineer, Mechanical Engineer.
- Doctor of Philosophy: Aeronautical and Astronautical Engineer, Applied Mathematics, Applied Physics,

Computer Science, Electrical Engineering, Engineering Acoustics, Mechanical Engineering, Meteorology, Operations Research, Physical Oceanography, Physics, Systems Management, Software Engineering.

- Doctor of Engineering: Aeronautical and Astronautical Engineer, Engineering Acoustics, Mechanical Engineering.

J. MARKETING MIX

NPS serves many customers in DoD, government and international community. NPS also provides quality education for officers in all branches of the military (Navy, Marine Corps, Army, Air Force, Coast Guard, and National Guard), DoD civilians and international officers and defense civilians. However, the target group for NPS's marketing mix is the URL population. The URL population consists of officers from the following communities: *Surface Warfare* (SWO), *Aviation*, *Submarine Warfare*, *Special Warfare* (SEALS), *Special Operations*, *Information Professionals,* and *Human Resources* (the last two are formerly *Fleet Support*). The variables of NPS's marketing mix are: *product*, *place*, *promotion*, and *process*.

1. Product:

NPS provides defense relevant education to URL Officers at all stages of their careers in the form of graduate education, executive education, continuing education, and distance learning. In addition, NPS conducts DoD relevant research to improve the combat effectiveness of Navy. NPS's product offerings are consistent with the needs of the student customer as well as the community customer and seek to provide quality education to URL Officers wherever they are and whenever needed.

2. Place:

URL Officers are at various stages in their careers and are located worldwide. However, an NPS education is not much good if it is not available when and where there is a demand. DL gets the "right" education product to URL Officers worldwide. Every

available channel should be continually used to spread NPS's products to the URL community.

3. Promotion:

Relevance is the differentiating factor that should be promoted to URL students. Promoting relevance convinces URL students there are real career benefits in obtaining an NPS degree. Publicizing the success of alumni and the important military, government and corporate leadership positions NPS alumni fill validates the relevance of the NPS degree. Key influencers such as URL community detailers help promote the value of an NPS education.

Suggested URL place and promotions:

- NPS Personal Selling
  - Road-shows
  - Research finding presentations
  - Fleet Battle Experiments
  - Faculty guest lectures at symposiums/conferences
- Service Periodicals (i.e., *Link/Perspective*) – publications that provide career guidance to URL Officers
- Service Academy / ROTC alumni publications (i.e., US Naval Academy *Shipmate*) – university publications that are dedicated to maintaining alumni network
- World Wide Web
  - Navy-Marine Corps Intranet (i.e., *NMCI*) – internal website dedicated to Navy and Marine Corps members only
  - Military sites (i.e., *Navy Knowledge Online*)
  - URL community portals (i.e., *SWONET*) – websites dedicated to providing career guidance for a specific URL community

- Military Related Periodicals (i.e., Naval Institute *Proceedings*, *Navy Times*, USAA *Spectrum*) – civilian sector publications whose target audience is URL Officers

4. Process:

NPS is the Navy's corporate university and serves the needs of the DoD. Selection of officers for NPS graduate education is based upon outstanding professional performance, promotion potential and a strong academic background. The admissions process at NPS has a unique feature of offering enrollment every three months. This feature is a unique marketing tool because it targets potential URL students who are unable to enroll at other educational institutions during these times (i.e., Spring and Summer) and have the opportunity to do so at NPS.

K. IMPLEMENTATION AND EXECUTION

The previous sections of this document provided guidance and strategy to address the shortfall of URL students. This section outlines the implementation plan to improve the marketing efforts to the URL community. Each step is prioritized and listed as a theme accompanied with specific execution guidance.

1. Increase the external exposure of NPS.

The first step is to increase the exposure of NPS to the URL community. All add value to the school. The recommended order of actions is as follows:

- **Road-shows** – NPS faculty and students take NPS on the road and accompany URL detailers on road-shows throughout the fleet. BUPERS detailers occasionally provide Wardroom briefs on road-shows to major fleet concentration centers to educate URL Officers about career planning and the detailing process.
- **Trade-shows** – A trade-show can be held at NPS to expose potential students and faculty, the community, other universities and institutions of higher learning, industry and DoD to the excellence and uniqueness of this institution. This is an excellent opportunity to spread the word about NPS.

- **Traveling Package** - Create a traveling package for NPS students, faculty and staff to take on professional and business trips. This package would include such items as DVD/CD, VHS tape, pamphlets, posters, and other memorabilia. The package should remain updated and reflect new product offerings of NPS.
- **BUPERS Involvement** - NPS detachment of staff, faculty and/or students visit the BUPERS headquarters in Millington, Tennessee and conduct familiarity training on NPS and its capabilities. An NPS detail can leave detailers with a promotional traveling package to take on road-shows themselves. As packages are updated, they are immediately sent to BUPERS detailers.
- **Internet use** – The Internet is a great promotion opportunity. The website may be the first means that many potential students learn about NPS. More operational units and squadrons are gaining Internet access and represent a great opportunity to expose potential students about NPS product offerings:
    - **a.** Make more use of Navy community websites such as SWONET to inform officers about the advantages of an NPS graduate education. In addition to a link, there could be a picture of NPS or a quote to incite curiosity.
- **Interaction with other Universities** - Academically compete with regional schools. There are highly talented young officers that could have easily attended one of our nation's top schools. However, many decided to attend NPS. Academic competition could be one way to give more visibility and better position NPS. For example, many students are highly intelligent and would be willing to compete in the following categories:
    - **a. Engineering designs**
    - **b. Revolutionary business practices**
    - **c. E-commerce**
    - **d. National Security Affairs Forums**

- **Media** – The Public Affairs Office is the key link to media involvement. The first recommendation to expand media involvement is to create a Public Relations plan (if not created). This plan should highlight the key strengths of NPS that the media should be familiar with. For example, NPS as the first institution in America that gives a Homeland Defense master's and defense focused MBA should be mentioned in publications such as U.S. News & World Report, Business Week, and Wall Street Journal. CNN performed a news piece on the Army game created by the MOVES institute. This documentary should be filmed at NPS to give more familiarization with the MOVES institute. NPS can also be publicized in publications specifically geared toward military support in financial management, alumni network and service communities, (i.e, USAA's *Spectrum*, *First Command* Magazine, NFCU's *Home Port* publication, U.S. Naval Academy *Shipmate*, Naval Institute's *Proceedings*). This could be done with general articles about NPS, new articles about new NPS programs and initiatives, or a one-page advertisement.
- **Faculty Awareness** - Each faculty member should spend a few days underway or forward deployed on a ship or with a unit. This does two things: First, it exposes faculty to the rigors and lifestyle that NPS' students experience. Second, it gives the fleet an opportunity to learn about NPS and understand its commitment to improving their combat effectiveness.
- **Warfare Community Awareness** - Implement a CNO scholar program that is similar to a Rhodes Scholar program. This scholar program will highlight student research projects that solve major issues in the fleet.
- **Local Exposure –** New technology fairs and demonstrations. Increase social interaction with local community and provide research opportunities for local benefit. For example, the sailing association has a great

opportunity to interact with local and regional professionals at the yacht clubs.

2. Develop a Marketing Plan for each School within NPS.

Each school and institute should develop a marketing plan highlighting their product offerings at NPS. Throughout the research, it was determined that each school lacked their own marketing plan. Developing a marketing plan for the GSEAS would be useful in their quest to increase the enrollment of engineering students. The NPS marketing plan should serve as a basis for the creation of an applicable marketing plan for each school and institution. This plan lists specific objectives for NPS. Each school should use the NPS marketing plan as a guide to market their products and core competencies. This approach allows potential customers and stakeholders to be more familiar with the innovativeness, responsiveness, and cooperativeness of NPS. The following is a recommended action:

- Streamline the NPS website – There should be a collaborative approach to align the websites of the individual schools and programs to provide an attractive presentation.

3. Realign the role of the Admissions Department.

Since recruiting is everyone's responsibility, the Admissions Department is in the best position to be the focal point of the school's marketing and recruiting efforts. Suggested activities include:

a. Create a NPS new student package that would be sent to prospective students that would include information about their specific major, housing, recreation, administration, support and lifestyle near the NPS community of study. This package could also be available on the Internet for easy access.

b. Coordinate recruiting efforts with detailers to ensure they are aware of new majors, programs and changes at NPS.

c. Admissions office mails an NPS catalog and DVD/CD to every operational Navy command, i.e., ship, shore, or squadron each time it is updated. This gives prospective students considering graduate education information about the relevance of an NPS degree and equips Commanding Officers (COs) with tools to discuss graduate education with junior officers, particularly URLs. In addition, this catalog would be available online where it can be easily updated for minimal cost.

d. Establish a recruiting position with ties to the fleet. This position requires familiarity with current events and changes within the fleet.

e. Establish an NPS Schedule and Regional Events chair. This chair would be responsible for maintaining the long range schedule of NPS that includes fleet events, local events, regional institution events and government events. This chair would provide NPS with opportunities to participate in university competitions and major fleet events.

f. Creation of a new NPS brochure. This brochure should be colorful, creative, and marketing oriented. The brochure should highlight the strengths and abilities of the four schools and three institutes.

4. Expand role of Alumni Association.

The Alumni Association is vital to increasing prestige and maintaining graduate interest at NPS. They are stet keys to remaining connected with graduates. The Alumni Association can be influential in attracting guests to NPS. The Secretary of the Navy Guest Lecture (SGL) series is an outstanding way to hear about some of our nation's leaders. SGL's can be expanded to include renowned leaders of America in politics, technology, business, and science. An NPS Alumni guest speaker highlights their prestigious careers and grows their long-term connection to the school. NPS also possesses some of the world's subject matter experts in national security affairs, engineering, and technology. These experts can be sent to other institutions as guest lectures. Some additional actions the Alumni Association can take are:

- **Increase the sponsorship of new students coming to NPS**. There needs to be increased student sponsorship at NPS. The international programs office and selected schools have active sponsor program. This should be expanded to include all schools because sponsors give prospective students a realistic idea about life at NPS and can provide information about possible issues and advantages for a new student. Each prospective student's should receive an NPS awareness package.
- **Increase prestige** - Create more prestige and desire for an NPS graduation ring. Similar to the presence a USNA ring garners, an NPS ring should be publicized more. This helps bring more prestige to NPS when students graduate.
- **NPS memorabilia** – A major way to increase prestige in NPS is to increase memorabilia. This is an inexpensive way to promote NPS existence. NPS hosts numerous conferences, symposiums and campus events yearly. Unfortunately, many of the non-military guests are unable to purchase NPS gear from the Naval Exchange (NEX). To take advantage of potential consumers, NEX should set up a sales booth outside of El Prado dining room, the Trident room or outside of the NEX. This would bring NPS memorabilia to the buyers and increase NPS's brand awareness. Another way to spread NPS's name is encourage several clubs and associations within NPS to use the NPS logo, i.e., caps, t-shirts for promotion purposes during club activities.
- **Guest speakers** – Guest speakers help the military, other academic institutions and industry become familiar with NPS's excellence. Invite guest speakers from industry and education institutions to NPS. For example, the graduate schools of engineering and business can invite guest speakers to provide various perspectives about world science and corporate practices.
- **Alumni contact** – Alumni communication is vital to garnering support for the future of NPS. A short Alumni magazine or newsletter would

be a great way to keep alumni in tune with current NPS events and the accomplishments of alumni. Create an Alumni Directory that can be updated every two years. There are many retired Navy members who reside in the area and can provide helpful networking opportunities.

- **DL interaction** – Advancements in technology give the ability to maintain increased alumni contact regardless of their physical location. Through the use of technology, students can remain in contact with each other, NPS faculty and staff. Additionally this provides a means to advertise events and reunions.
- **Events and Reunions** –
  - Graduation Ball
  - Class Reunions

L. COSTS FORECASTS

1. Banners:

The banners will be suitable for outdoor installations on walls, fences, and buildings and are the perfect choice for a temporary, portable and inexpensive sign. It promotes NPS's image by placing its logo to the banners. These banners are used to identify NPS at Detailer road-shows and NPS trade-shows. The vinyl material makes the banners waterproof and conveniently storable.

Type	Material	Dimensions	Price/linear ft.	Quantity	Total cost
NPS-full color banner	Vinyl	6' X 3'	$21	5	**$630**

2. Poster Boards:

Posters are an important way of conveying detailed information and capturing the school identity, by assembling printed text and graphic on wall displays. They may also include working models and material samples. Each school/institute receives these poster boards to market their respective themes. These poster boards are presented during trade-shows, conferences, and symposiums at NPS or other institutions.

Type	Material	Dimensions	Price/sq ft	Mount/sq ft	Quantity	Total cost
Glossy poster board	Cardboard	4' X 3'	$14	$4	24	**$5,184**

3. Brochures:

Brochures are excellent promotional pieces. They are by far the most popular marketing tools available in print. However, they are just a part of the complete marketing mix. Brochures provide image and a means of reference as a valuable "leave behind." The brochure would explain who NPS benefits of association emphasizing the NPS position as a leading public education and research institution. In addition, the brochures should highlight the core competencies of NPS's schools and institutes. The first recommendation is to create a six or eight-page brochure ($8^1/_2$x14) that gives an overview of NPS on the first full page followed by each of the remaining pages describing each NPS graduate school and institute/center. The second recommendation is to create a smaller brochure ($7^1/_4$x$9^1/_2$) specifically designed to advertise each of NPS's graduate schools. These brochures are included in the school's traveling packages.

Type	Size	Design	Quantity	Price/M	Total cost
Print 4 CP, 2 sides	8 1/2x11	Provided by NPS	7500	$468.67	**$3,515**
Print 4 CP, 2 sides	8 1/2x14	Provided by NPS	7500	$200.67	**$1,505**
Print 4 CP, 2 sides	7 1/4x9 1/2	Provided by NPS	7500	$374.00	**$2,805**

Type	Size	Design	Quantity	Price/M	Total cost
Print 4 CP, 2 sides	8 1/2x11	Provided by NPS	5000	$558.00	**$2,790**
Print 4 CP, 2 sides	8 1/2x14	Provided by NPS	5000	$250.00	**$1,250**
Print 4 CP, 2 sides	7 1/4x9 1/2	Provided by NPS	5000	$458.00	**$2,290**

4. DVDs/Videos Creation and Production:

A DVD gives NPS the capability bringing its story live wherever potential customers are. First, a DVD is portable and can easily be distributed. A potential customer can watch

the DVD and get a realistic experience of the innovativeness, uniqueness, excellence and relevance of NPS. Unlike standard VHS videotapes, DVDs have interactive menus that enable a viewer to jump right to the information they want and need. It is important to get the best message to as many people. With DVD, there is reduced cost per viewer with increase dubbing. In addition, replication, materials, storage, distribution, accessibility, packaging, shipping, leveraging assets, format and standardization costs for a DVD are actually lower than that of VHS. The production cost for a DVD is estimated around $50,000. Replication costs depend on the number of DVDs desired but decrease with increase quantities.

5. Mailing Catalogs with DVD's:

NPS catalogs and DVD's can be mailed to all URL operational commands at a reduced military fourth-class rate. The approximate cost is **$6,000.**

6. Road Shows accompanying detailers and faculty trips to operational commands:

This section presents cost estimation figures for accompanying URL detailers on road-shows, sending faculty on operational command visits and conducting Bureau of Naval Personnel informational visits. Listed below are estimates of the lodging, meals and incidental expenses (MNIE), rental care and round-trip flight costs. MNIE varies by county in each state. The rates are estimated for one person per day stay. What must be taken into consideration is that faculty members who visit operational commands such as ships are likely to incur less cost due to available berthing facilities and lower meal costs.

Monterey to Tennessee

Lodging	MNIE	Rental Car	Cost/day	Flight
$75/day	$42/day	$35/day	$152	$620

Monterey to San Diego

Lodging	MNIE	Rental Car	Cost/day	Flight
$99/day	$50/day	$35/day	$184	$200

Monterey to Virginia

Lodging	MNIE	Rental Car	Cost/day	Flight
$109/day	$42/day	$35/day	$186	$480

Monterey to Texas

Lodging	MNIE	Rental Car	Cost/day	Flight
$59/day	$42/day	$35/day	$136	$620

Monterey to Washington

Lodging	MNIE	Rental Car	Cost/day	Flight
$59/day	$42/day	$35/day	$136	$400

Monterey to Mississippi

Lodging	MNIE	Rental Car	Cost/day	Flight
$61/day	$42/day	$35/day	$138	$980

Monterey to Florida

Lodging	MNIE	Rental Car	Cost/day	Flight
$81/day	$38/day	$35/day	$154	$410

Monterey to Hawaii

Lodging	MNIE	Rental Car	Cost/day	Flight
$112/day	$82/day	$35/day	$229	$620

Monterey to Japan

Lodging	MNIE	Rental Car	Cost/day	Flight
$144/day	$97/day	$45/day	$286	$610

Monterey to Washington D.C.

Lodging	MNIE	Rental Car	Cost/day	Flight
$150/day	$50/day	$35/day	$235	$700

M. MARKETING ORGANIZATION

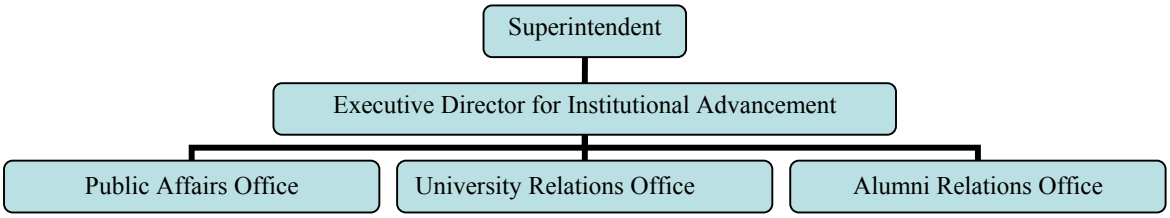
Marketing responsibilities are split into three categories:

First, the admissions office must assume the responsibility for marketing to potential students. Traditionally marketing was the responsibility detailing offices for the URL communities (i.e. Bureau of Naval Personnel for the Navy), but it should be an NPS focus. NPS is ultimately responsible for attracting URL students.

Second, the Deans of each school and the Directors of the major institutes/centers at NPS must continue to ensure marketing is conducted to resource sponsors, research sponsors, and program sponsors. This function should be accomplished primarily through personal relationships.

Third, the responsibility for marketing the school's image lies with the Public Affairs, University Relations, and Alumni Relations offices working for the Executive Director for Institutional Advancement.

Figure 1: Proposed NPS Marketing Organization



N. SUMMARY

The officer corps must be composed of leaders prepared to meet the challenges of the future along with the requisite number of strategists and be prepared to cope with the interactive nature of warfare as a consequence of its knowledge of military history and

military art. In addition, the officer corps must maintain operational and technical superiority and be comprised of officers whose education, training, and experience are force-multipliers in and of themselves. Receiving a graduate education at NPS should be a significant milestone for an officer's career.

The Naval Postgraduate School combines a commitment to academic excellence by offering a great variety of degree options that are unique and relevant to DoD applications. Past trends show a decline in Navy URL Officer enrollments at NPS. These trends are a growing concern because NPS exists to provide Naval officers with advanced education to improve their warfighting capabilities. The reasons for enrollment declines are attributed to factors such as the perception and lack of visibility of NPS in the URL community.

An NPS marketing plan was developed to address this issue. The tools of strategic analysis were used to examine NPS's strategic guidance. The marketing plan identifies and evaluates marketing issues and strategies and provides marketing recommendations NPS should take.

NPS is a corporate university that responds to the needs of the Navy, DoD, and the international community through quality education and research. "Innovativeness, responsiveness, and cooperativeness through academic excellence" positions NPS as a major contributor to improving the combat effectiveness and education of the Armed Forces.

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